

MANAGE India

PROJECT MANAGEMENT INSTITUTE

COVER STORY

Run(a)way Success

Lessons in project management: how GMR
built one of India's finest airports





A panoramic view of the Rajiv Gandhi International Airport at Hyderabad

COVER STORY

Run(a)way Success

Lessons in project management: *Panchalee Thakur* finds out how GMR built one of India's finest airports

6

3 Letter from Managing Director, PMI India

4 PMI Update

Map out your career course with PathPro®

PMI launches PathPro® on PMI.org as a resource to help professionals navigate their career path

9 Announcement: PHD Chamber

The PHD Chamber of Commerce and Industry launches workshops on 'Project management for all' in association with PMI

10 Feature Story

Power struggle: Skill shortage saps alternative energy projects

Renewable technologies are going mainstream—leaving companies grappling with talent and material deficiencies says *Sarah Fister Gale*

12 Question Bag

Enhance your knowledge base with simple project management queries

Manage India presents a set of five questions on effective project management practices

13 Chapter News

Highlights of all the news and events from PMI India chapters

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Letter from the Managing Director, PMI India



Raj Kalady
Managing Director, PMI India

Dear Practitioners,

We're almost at the end of the calendar year, and what a year it has been! We started the year on a cautious note, not knowing whether the difficult times of the previous year would continue and if yes, for how long. And now with just a few weeks left for us to step into the New Year, we can comfortably say that the signs are positive once again. The economy is doing well, companies across sectors are posting good growth and revenues, the stock markets are looking up.

The buoyancy in the industry is reflecting on our calendar, that is packed with activities. PMI India has been actively participating in industry-led events, thereby strengthening our presence in the country. In the past two months, we took part in high-level conferences organized by leading industry bodies Confederation of Indian Industry (CII) and All India Management Association (AIMA). The CII Conference on Infrastructure Project Management in New Delhi was well-attended by senior and middle management from companies across industries. I spoke at the inaugural session and had the opportunity to chair a session, 'From Crisis to Control: Creating Flexible Strategies in Unpredictable Markets'. The other speakers at the session were Amit Bansal, director, Infrastructure Forensic Practice, KPMG; Cmdr Shrirang N. Bijur, senior vice president, Real Estate and Infrastructure, Bharti Airtel Ltd.; Tanmay Tathagat, Director, Environmental Design Solutions; and Manuel Berlanga, project head, Cinopolis.

At the AIMA Conference on 'India: Knowledge and Professional Services Hub to the World—The Next Decade' in Bangalore, there were interesting discussions on the emerging opportunities in India beyond IT and BPO. I chaired a session which had P. Jay Kumar, chief executive officer, Toonz Animation India; and Roopen Roy, managing director, Deloitte & Touche Consulting, as speakers.

In October, PMI in the U.S. organized a highly successful conference in Washington. Former US President, Bill Clinton, delivered the keynote address where he sent out a powerful message to the project management community. He said project managers would play a significant role in taking on the toughest global challenges. The conference also had Vivek Kundra, U.S. chief information officer serving in President Barack Obama's administration, as a keynote speaker.

We're just a few days away from the PMI India Project Management Conference 2010 in Mumbai. This time you can expect an even more exciting event with great speakers and excellent networking opportunities. The PMI India team and chapter volunteers are working day and night to put together a conference that will exceed all expectations. I'm sure you are as excited as we are about the conference. For updates on the conference, please visit our website.

Infrastructure projects in India are known to cross time schedules and cost estimates. Delays cost the government millions of rupees and public goodwill. In this issue of Manage India, we highlight an infrastructure success story: the construction of the Rajiv Gandhi International Airport in Hyderabad. It shows how by following the principles of project management, GMR, the developer, built a world-class airport within timelines in spite of massive change in the project scope half way through its execution. Enjoy the issue.

I hope you had a great Diwali. May the festive spirit continue!

Best Regards,

A handwritten signature in black ink, appearing to be 'Raj Kalady', written over a light blue horizontal line.

Raj Kalady
Managing Director, PMI India

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

Map Out Your Career Course with PathPro®

New research indicates project management skills, including the ability to effectively execute projects and identify and manage project risk, will be some of the most sought after skills over the next five years.

PMI's PathPro® helps you identify these skills so you will be ready next time someone asks "Why should we hire you?" PathPro is the only project management career tool based on the extensive research of project managers and the skills that lead to success.

PMI conducted research with more than 5,000 project, program and portfolio managers and used results from this research as the basis for developing the skill and project profiles used in the job descriptions.

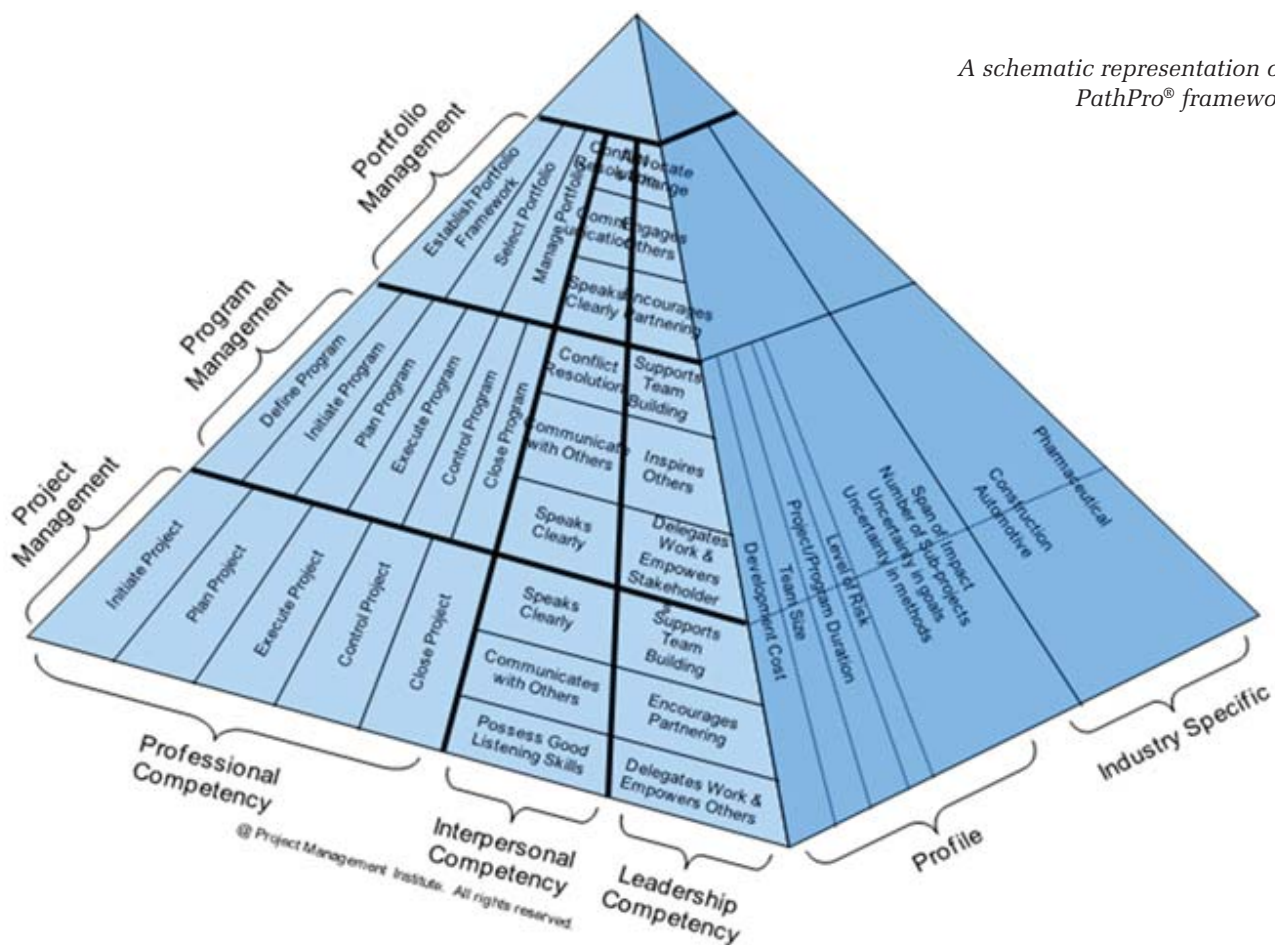
PMI's PathPro can be accessed using PathPro®, an online tool designed to help you navigate the career framework/the career path, review the full list of skills and competencies, and conduct a self-assessment against the data.

PathPro provides the tools and resources necessary to identify employee strengths and weaknesses and implement a project management career ladder.

The job descriptions have the following key components: project, program and portfolio management skills mapped to job descriptions, and identified levels of proficiency for each skill.

PMI members and credential holders can also use a practitioner version of the tool. It allows end-users to view sample job descriptions and assess themselves against those job descriptions.

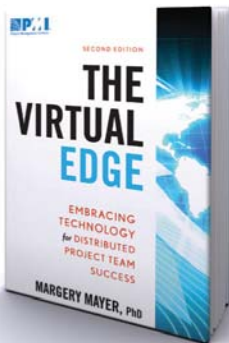
PathPro® is available **at no cost** to PMI members, holders of PMI credentials and organizations. If you are a PMI member or have a PMI credential, you do not need to register with the system. Use your PMI.org account information to login immediately.



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ISBN: 9781935589099 | 2010 | \$39.95 | 104 pp

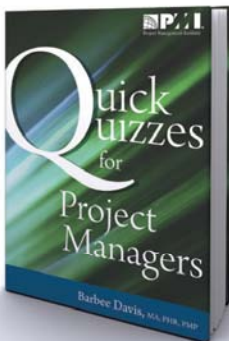
Today's global leader must be diplomatic, know how to negotiate and be an extremely qualified facilitator and presenter. This new edition of *The Virtual Edge* provides insights that can help organizations address the challenges of unprecedented growth, customer expectations, alternatives, global competition, time-to-market compression, complexity, rapid change and ubiquitous technologies.



Social Media for Project Managers

ISBN: 9781935589112 | 2010 | \$39.95 | 153 pp

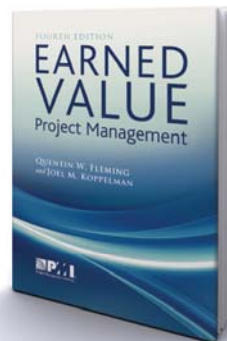
Social media tools play an important role in managing communications and project teams. *Social Media for Project Managers* looks at how these technologies can support the project management process, enhancing a project manager's ability to work effectively with others on projects. Complete with examples of organizations and individuals that are using social media to improve project practices.



Quick Quizzes for Project Managers

ISBN: 9781935589105 | 2010 | \$39.95 | 218 pp

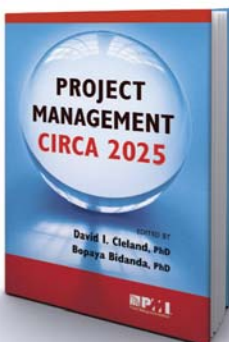
Whether trying to stay afloat in a busy, stressful project management job, or as a supplement to PMP® certification test preparation, *Quick Quizzes for Project Managers* provides a quick approach to testing your project management knowledge through interesting and mind-opening questions about everyday situations that project managers face.



Earned Value Project Management—Fourth Edition

ISBN: 9781935589082 | 2010 | \$49.95 | 231 pp

Everyone wants projects to be completed within budget and on schedule. With this aim in mind, *Earned Value Project Management—Fourth Edition* provides guidance useful to project management practitioners who are familiar with EVPM, as well as those who are new to the use of this technique.



Project Management Circa 2025

ISBN: 9781933890968 | 2009 | \$49.95
519 pp Hardcover

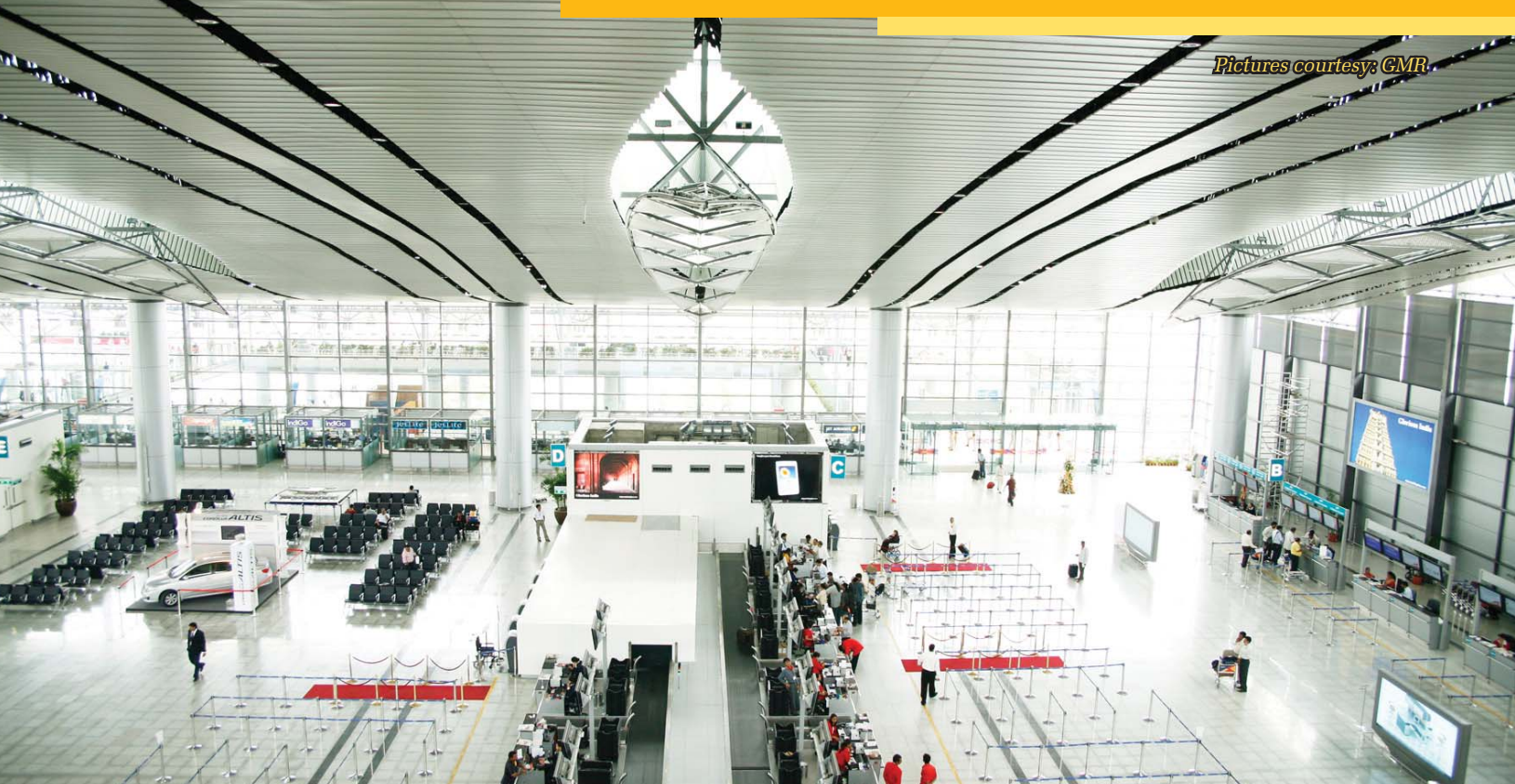
For nearly 50 years, numerous books have addressed the management of projects – theory, processes and principles – across many industries, cultures, and environments. Until now, very little has been published about the future of the profession – *Project Management Circa 2025* fills that void.



Practice Standard for Project Estimating

ISBN: 9781935589129 | 2010 | \$55.95 | 130 pp

Consistent with the *PMBOK® Guide—Fourth Edition*, the *Practice Standard for Project Estimating* describes the life cycle stages of project estimating. It details the aspects of resources, durations, and costs, and explains the concept of progressive elaboration—continuously refining and improving a plan as a project evolves.



The sprawling departure terminal at Rajiv Gandhi International Airport (RGIA) has 130 check-in counters and 16 self check-in counters

Run(a)way Success

Lessons in project management: how GMR built one of India's finest airports

BY PANCHALEE THAKUR

Grandhi Mallikarjuna Rao, chairman, GMR Group often says that he put in his bid for the international airport in Hyderabad because he thought an airport was no more than a runway and a building. A successful entrepreneur, Mr. Rao has built large factories, power plants and roads, and saw no reason why building an airport would be any different. He did build the Rajiv Gandhi International Airport (RGIA) in Hyderabad but it turned out to be a task much tougher than what he had envisaged.

The final product far exceeded the initial scope for the project. The initial project scope was to build an airport with a terminal that would handle seven million passengers per annum. But between the time when the plans were being discussed and the project had got underway, passenger air traffic in the country had increased substantially. Moreover, Hyderabad is a hub for air traffic in south India. The scope was then increased mid-way to 12 million passengers per annum. The GMR team had to go back to the drawing

board to now design and plan an airport that could accommodate almost double the passenger capacity envisaged initially. And, the job had to be completed within the stipulated time period of three years.

It meant mobilizing additional resources, faster procurement, and developing a model that could accommodate further changes without causing much disruption to the existing plan. And, of course, it meant bringing project management skills of the organization to bear.

Increase in project scope poses huge challenge

Infrastructure projects involve the following stages: concept, design, quantity estimates costing, financial close, pre-construction activities (land acquisition, removal of encumbrances), EPC (Engineering, Procurement, Construction), project closure, COD (Commercial Operations Date), operation and maintenance (periodic as well as regular), final maintenance (prior to handover), and handover. In the case of RGIA, the project scope was to build, own, and operate an airport of international standards with emphasis on high standards of safety

and security, functionality and flexibility, high level of service for passengers, modern architecture, efficient operation and maintenance, environmental friendliness, and cost-efficiency.

“The increase in capacity posed a big challenge. We had to manage the change in the project scope and deliver a product that met the timelines. We used project management proactively get stakeholder buy-in at all stages to shape up the project as envisaged,” says a senior official from the GMR project team. The key stakeholders in the project at the design stage were Airports Authority of India, Bureau of Civil Aviation Security, the Bureau of Immigration, Central Board of Excise and Customs, Airlines, Central Industrial Security Force, Andhra Pradesh police and intelligence, and airport operations.

“The project management department held design review meetings periodically. The team would present the developments in design and get comments from the different stakeholders and incorporate those for further development. The team efficiently managed proactive involvement of all the stakeholders as the design evolved. Ultimately, we developed the design within the timelines and met international standards and stakeholders requirements,” said the official.

The role and responsibilities of the project management department were as follow:

- Overall project management to meet demand and ensuring adequate infrastructure design;
- Full integration of the various systems to enable smooth operation of the airport;
- Accommodation for staff providing critical functions;
- Catering to end-user requirements;
- Catering to increased demand for facilities;
- Ensuring no late requirements for additional works;
- Connectivity to the facility;
- Ensuring functionality of all systems;
- Adequate training, familiarization, and support;
- Support to address any unanticipated problems during the early days; and

The project scope was to build, own and operate an airport of international standard with emphasis on safety and security, functionality and flexibility, high level of service for passengers, modern architecture, efficient operation and maintenance, environmental friendliness, and cost efficiency.

“The project management department held design review meetings periodically. The team would present the developments in design and get comments from the different stakeholders and incorporate those for further development. The team efficiently managed proactive involvement of all the stakeholders as the design evolved.”

SENIOR OFFICIAL, GMR PROJECT TEAM

- Anticipating operational problems in the early days and having adequate backup plans.

The mammoth exercise involved around 100 teams of contractors and sub-contractors, for example CSCE, Vanderlande, Siemens, NKL, L&T, Voltas, Honeywell, and Mitsubishi. An integrated approach by the project management team brought in cohesion among all the contractors.

Challenges during development and testing

At the developmental stage, the project team encountered a series of challenges. One of the main tasks was to acquire land for the project and ensure smooth resettlement of villagers in the area. This was a time-consuming process. The next big task was to complete the ground leveling within the prescribed time and ensure the site preparation for the major earthworks. Besides the terminal building, work had started on runway design and earthwork. Sufficient slopes and drainage at all times are key aspects of a good runway, and these were factored in at the design and development stage.

The greenfield airport project, situated 25 km from the city, required providing connectivity to the staff. The project management team was responsible for managing connectivity to the airport site from Hyderabad. Before the completion of the terminal building, the team also created connectivity infrastructure for users of the airport later.

At the testing and deployment stage, the following were some of the main aspects the team took care of:

- Coordinated approach to prepare all airport stakeholders for a smooth transition;
- Alignment of concepts and procedures (who does what, how);
- Streamlining of interfaces and clarification of responsibilities;



The Air Traffic Control tower that manages flights to and from the sixth busiest airport in the country

- Verification of contingency and emergency procedures;
- Comprehensive familiarization training and identification of training deficiencies; and
- Highlighting and planning all aspects for a successful transfer of airport operation.

The project management team also focused on the requirements of support services at the airport, like food and beverage providers and retail outlets, and addressed any functional deficiencies in the design from all aspects. The team provided training and familiarization to the operational staff. They also provided training to airlines staff on check-in, baggage handling, and inline screening systems that were unique in the country at that time. There was continuous testing and trials of electrical systems to ensure uninterrupted power supply support for all critical systems and switchover from mains power to generator and vice versa.

At the time of deployment, the team handled recruitment, training and talent management of staff. It conducted reality checks and validation of training on various sophisticated systems and concept of operations. It initiated Operational Readiness and Airport Transfer with stakeholders, managed the aspirations of stakeholders, and familiarized them with the processes.

The service contracts of various support service providers had to be conducted, fallback measures developed, the readiness of basic facilities, and amenities for passengers checked. The team also managed the aerodrome licensing process and conducted the crucial transition from the old Begumpet airport to the new Shamshabad site. At the time of the launch, it also handled media management.

The airport today

RGIA has been built and operated by a joint venture company promoted by the GMR Group in partnership

with the Government of India, Government of Andhra Pradesh and Malaysia Airports Holdings, Berhad.

It was built at a cost of Rs 2,958 crore, and with 28.63 million hours of human labor, and now stands on a total area of 244,714 sq mt.

It was completed in a record time of 31 months on the midnight of 23 March 2008. It is the second airport venture in India under the Public Private Partnership model, the first being the Cochin International Airport. It is the sixth busiest airport in India after Mumbai, Delhi, Chennai, Bangalore, and Kolkata.

RGIA handles about 6.4 million passengers annually. The 4,260-meter runway at the airport is one of India's longest. In the first phase, the airport has been designed to handle 12 million passengers, more than 100,000 metric ton of cargo and 90,000 air traffic movements per annum. Eventually, it will accommodate 40 million passengers per annum. It has been designed to handle large aircraft, including Airbus A380. The modular design of the airport will allow expansion of each area, without major rebuilding or operational disruption.

The Airports Council International (ACI) recently rated RGIA the fifth best airport in the world. Among airports in the category of 5-15 million passengers, it has been rated the world's number one. (ACI is an autonomous body that undertakes regular surveys to capture passengers' perception of the quality at airports. Ratings are provided for more than 34 different service aspects.) RGIA is also the first airport in Asia and second in the world to be awarded Leadership in Energy & Environmental Design (LEED) Silver Rating for its eco-friendly design.

The GMR Group has built a rich legacy in infrastructure projects in India, and project management has been the key to its success.

"Project management is very critical for our organization. On-schedule completion of projects within cost and requisite quality is always the key to our successful existence as Build Operate Transfer developers. We have a project management department that manages all our projects," said a senior GMR official.

Project management can go a long way in maintaining timelines in infrastructure projects without compromising on quality and overshooting costs. In India, where infrastructure projects cost millions of rupees because of delay, both public and private developers can learn a few lessons from the RGIA success story.

Do you want to effectively utilize your time, money and resource?

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Participate in workshops organized by PHD Chamber of Commerce and Industry in association with Project Management Institute (PMI) on “Project Management for All.”



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If you are any of the following:

- Micro, small and medium enterprises
- IT company
- Auto company
- Manufacturing company
- Education institutes (universities, colleges)
- Student (MBA, engineering or similar professional course)
- Senior/middle level government officials from any major departments that is involved in monitoring and execution of various big projects
- NGOs involved in various project/scheme execution

“Project Management for All” is an ideal networking and learning platform to discuss your time, money and resource triangle and learn international best practices in project management

For more details and registration at the workshop near your place, please call us on
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Power struggle: Skill shortage saps alternative energy projects

Renewable technologies are going mainstream—leaving companies grappling with talent and material deficiencies

BY SARAH FISTER GALE

Facing the brutal reality that fossil fuels are finite and getting more expensive by the minute, municipalities and private companies around the world are fast tracking millions of dollars, euros, pesos and yen into alternative energy projects. But that huge and rapid growth has left project leaders scrambling to implement new technologies on a much larger scale than previously seen.

More than \$148 billion was invested in the worldwide sustainable energy sector in 2007 and could skyrocket to \$600 billion by 2020, according to Global Trends in Sustainable Energy Investment 2008. All of that financial outlay may finally translate into a world that can free itself from the constraints of fossil fuel dependency. Yet a massive dearth of talent and materials combined with high expectations, huge investments and an immense need to show ROI all mean a high level of pressure.

And then there's the growing stakeholder demand. The skyrocketing cost of fossil fuels is triggering the price of just about everything—from basic food staples to building materials—to pop along with it. And consumers, companies and governments alike have had enough.

Big Fish in a Small Pond

The last few years have seen a shift in who's launching alternative energy projects, says William Young, wind industry analyst at New Energy Finance. "It used to be a lot of independent developers doing small projects. Now big utility companies are getting involved and there are a lot of acquisitions happening," he explains.

"Today, Wall Street is willing to write \$20 million to \$50 million checks for renewable energy projects," adds Ezra Green, chairman and CEO of Clear Skies Solar, a Mineola, New York, USA-based designer and installer of solar energy systems. "A year and a half ago, they were very reluctant."

The influx of money and a flurry of acquisitions reflect a changing attitude among governments and private

companies. They're ready to take renewable energy into the mainstream.

Wind power is largely responsible for that boost in interest, says Mr. Young, as utilities have become with the technology and scale.

Current solar projects are still on a smaller scale with longer rates of return, but they're gaining ground as the technologies prove themselves to deliver a reliable and consistent energy source, according to Mr. Green. "Solar has a very high level of accuracy," he says. And although it's more expensive to launch than wind power today, Mr. Green argues that's likely to change as the market for solar expands. "As larger projects ramp up, I expect to see costs come down as soon as next year," he says.

"Worldwide, a lot of utilities are now into building megawatt solar power plants, which will allow them to achieve price parity with conventional power," says Ying Wu, senior analyst for alternative power at Lux Research, New York, USA.

Yet there are also plenty of challenges and risks that have arisen in the wake of the boom—particularly in the worldwide dearth of people with expertise in planning and developing such projects.

"There are shortages in installers," Ms. Wu says, which not only causes project delays, but adds greater risk as teams grapple with new technology on larger projects.

One way to circumvent the talent shortage is to partner with international firms that have the expertise and cash to get the projects off the ground, says Jason Schäffler, CEO of Nano Energy, a sustainable energy consulting company in Johannesburg.

"They transfer their skills and in exchange they gain access to these projects," he says, noting that many renewable energy proposals in his region specify that exchange as a requirement to getting the contract. Mr. Green has found the best way to manage the shortfall and reduce risks for stakeholders is to maintain a team of technology and construction experts in-house.

Clear Skies installs primarily commercial solar electric systems for municipalities, privately held facilities and agricultural operations in the United States, Europe and India.

“Keeping talent on staff absolutely pays off because these projects are long and complicated,” says Mr. Green. Before an alternative energy project even starts, he says, there are a multitude of factors to consider: the layout and design, the true cost of electricity in a given region and exactly how many panels an operation needs to meet demand. It’s a laborious and complicated job that requires skilled expertise to make judgments precisely tailored to the project at hand.

“A 10-kilowatt system in California may produce 15,000 kilowatt hours per year in California, 12,500 in New York and 19,000 in the desert,” he says, noting the variance is a result of how much sunlight the systems will be able to collect. “You have to be able to size a project correctly.”

Once a Clear Skies project heads into the construction phase, the project managers oversee the work on site and the only labor the company contracts are the 10 to 20 people needed to install the panels. To ensure they know what they’re doing, Clear Skies puts the laborers through a three-hour training course on how to handle and install solar panels.

Mr. Green has also made a point of diversifying the company’s project portfolio internationally as the U.S. government debates whether to eliminate a federal renewable energy tax credit of 30 percent to solar and other renewable energy projects.

“If we lose the tax credit, the return on investment in commercial solar projects will go from six years to 16,” he says. To manage that risk, Mr. Green is launching projects in Greece and India, developing partnerships with local entities to pave the way.

“In Greece, there is a much higher incentive to install renewable energy systems,” he says, noting that the government pays US\$0.60 for every kilowatt hour produced and offers 40 percent rebates on new renewable energy systems.

But working in these countries can require project leaders to make their way through a bureaucratic maze mastered far better by locals. Hence, partnering is the way to go. We bring our expertise and they navigate the social and political structure.”

Clear Skies is set to soon launch a \$20 million solar

BALANCE OF POWER

Investors are clearly banking on the success of alternative energy. Despite turmoil in financial markets, more than US\$148 billion was invested in the worldwide sustainable energy sector in 2007—up 60 percent from 2006, according to *Global Trends in Sustainable Energy Investment 2008*. The report was released by the United Nations-sponsored Sustainable Energy Finance Initiative and New Energy Finance, a renewable energy advocacy group in London, England.

Climate change worries, growing support from world governments, rising oil prices and ongoing energy security concerns fueled the record-setting year of investment in renewable energy, according to the report.

Considered the most well-established of the sustainable energy sectors, wind attracted the most new investment: US\$50.2 billion in 2007. Meanwhile, solar projects, which have less of a history but show great potential, picked up US\$28.6 billion of new investment, growing at an average annual rate of 254 percent since 2004.

The report also reveals that although renewable energy currently supplies only 5.4 percent of global energy, it accounted for 9.4 percent of global energy infrastructure investment and for 23 percent of new electricity-generating capacity in 2007. And annual investment levels are on track to reach US\$450 billion by 2012 and US\$600 billion by 2020.

project in India and hopes to break ground on one in Greece in the next few months.

Waiting Lines

Even with an experienced staff and strong partnerships, other obstacles remain. The surge in investments in large-scale renewable energy projects has set off a scarcity of materials and equipment. And that’s causing further delays.

Wind turbines in particular are in short supply, with project owners waiting months for delivery. U.S. giant General Electric, one of the primary manufacturers of wind turbines, reported to analysts in a conference call in April that it had a \$12 billion backlog on turbine orders as of the first quarter of 2008—more than twice the size of the backlog in the first quarter 2007.

Solar projects face similar challenges as suppliers of silicon—the fundamental ingredient in most solar

panels—cannot keep up with demand. Meeting time schedules is also tricky on renewable energy projects, because many incorporate new technology that doesn't have a history of implementations to base schedule projections on.

As the demand to replace fossil fuel use creates a greater sense of urgency for energy solutions, project leaders are feeling more pressure to present results from ongoing projects, says Ursula Pietzsch, project manager for the Polycity project in Stuttgart, Germany.

Polycity is a project of the Concerto Initiative, co-funded by the European Commission, in which three large urban areas in Germany, Spain and Italy are being developed using renewable energies, including photovoltaic, solar thermal, thermal cooling, biomass, geothermal, and poly generation technologies.

"This type of project is particularly challenging because we have so many stakeholders," she says. "There are the municipalities, the construction site builders, the architects. It's difficult to keep everyone going in the same direction."

And although the project certainly serves to further research in the area, it's also expected to post a reasonable ROI.

"From the beginning, we knew many of these technologies would cost more than conventional technologies and they are new to us, so we are not as concerned about the scope creep," she says. "However it does require us to convince stakeholders to stay the plan and bear higher costs with the understanding that the project will amortize in 20 years rather than 10."

As for talent, the Polycity project is located at the Stuttgart University of Applied Sciences and the Research Center of Sustainable Energy Technology is part of the university. "The project is a chance for our own post-graduate students to specialize in a research field that is very innovative but also very practice-oriented."

"From a project management standpoint, the challenge will continue to be finding the qualified labor force and tapping into the relevant government incentives to offset costs," Ms. Wu says. Whether that's done through global partnerships or local work opportunities, building the knowledge base across projects and regions guarantees that as the industry expands, the talent pool will expand with it. "If we all work together," she says, "everyone benefits."

And that addiction to fossil fuels just might finally be put to rest.

Question Bag

Take this quiz to assess your knowledge in the project management domain

- 1) Negotiating across international cultures involves mutual interdependence between parties.
In most cases the negotiating must be conducted in an atmosphere of:

a) Mutual trust and cooperation	b) Generalities and vagueness
c) Sincerity and compassion	d) Uncertainty and caution
- 2) Which of the following constitute Juran's quality trilogy?

a) Planning, Inspection, Control	b) Planning, Organization, Control
c) Product, Price, Customer	d) Planning, Improvement, Control
- 3) A project management team has sub-contracted work to a service company.
The efforts towards ensuring that this service company's performance meets contractual requirements are called:

a) Contractual administration	b) Vendor efforts estimation
c) Conduct procurement	d) Contract negotiations
- 4) A project team has six members. The team has reached the development stage of "performing".
All six members are needed to communicate frequently with one another. How many lines of communications are there?

a) 12	b) 18
c) 15	d) 6
- 5) Complex projects including cross-disciplinary efforts are most effectively managed by :

a) Projectized organization	b) Functional organization
c) Strong virtual organizational	d) Strong matrix organization



Quiz Master: Nitin Shende,
PMP, IPMA-D, DBM (UK),
Qualified Lead Auditor &
Vice President, Vinsys IT
Services (I) Pvt. Ltd.

Answers on page 14

BANGALORE CHAPTER

700 Attend Practitioners' Conference

On 9 and 10 September, PMI Bangalore Chapter hosted the 5th annual Project Management Practitioners' Conference (PMPC) event at the National Institute of Mental Health and Neuro Sciences (NIMHANS) Convention Centre in Bangalore.

Around 700 people attended the conference that was centered on the theme, 'Architecting Project Management—Growth Through Innovation.' The two-day event covered a wide range of topics around technological innovation. Unique Identification Cards, application of the latest technology for the benefit of the common man, and participatory watershed development using space technology were some of the topic highlights of the event. Mr. Shanker Annaswamy, managing director, IBM India Pvt. Ltd delivered the inaugural address. Mr. T.N. Seshan, former chief election commissioner, gave an inspiring speech, which was followed by a valedictory address by Prof. S. Sadagopan, founder-director, International Institute of Information Technology, Bangalore (IIIT-B). There was also a session by Mr. Y.S.Rajan on 'Global Position of Indian Industry and Role of Technology Project Management.'

Prior to the main events, the chapter organized two knowledge enriching features on 8 September. The first session, 'Monte Carlo Simulation Technique' was led by Mr. M.S.Hiremath, an Executive Committee (EC) and Faculty member. In this session, Mr. Hiremath enlivened the proceedings with a live demonstration of the usage of the technique, and its capabilities. 'Steering Project Success—What More Is Possible?' by Mr. Madhavan S. Rao, editor of PM Essence and a former EC member was the next informative session. Mr. Madhavan introduced the seven 'mantras' for success in project management and elucidated them further through case studies and video.

The chapter also hosted PM Primer in the run-up to the conference. PM Primer is essentially a program targeted at the student community, to familiarize them with the concepts

associated with project management. During the event, an informative booklet serving as a 'Concept Guide', explaining the basic principles of project management, including the nine Knowledge Areas and five process groups identified in the A Guide to Project Management Body of Knowledge (PMBOK® Guide) was distributed to the engineering and management students who attended the event. Mr. Sivanandam, director, Tiruveni Consultancy, inaugurated the program which was attended by around 450 students from 19 colleges. Mr. Santosh Kumar Mishra, vice president, head of compliance & chief information security officer and Mr. Jayaprakash J. Lakshminarayan, engagement lead delivery project executive, IBM India Pvt. Ltd, were part of the eminent faculty leading the program.

Highlights of PMPC 2010:

- Convenient online registration and payment;
- Bonus sessions on advanced project management topics;
- Excellent speeches, panel discussions and case studies across multiple industries;
- Sponsorship from Yahoo; and
- Stalls by Rotary Club, training institutes and other vendors.



At the inauguration of PM Primer, (from right) Prof. T. Sivanandam lighting the lamp, Mr. Jayaprakash and Mr. P.S. Ravindranath

CHENNAI CHAPTER

Big Thrust to Social Initiatives

PMI Chennai Chapter organized a seminar on 'Project Management: Propelling India's Rapid Growth' on the occasion of its Annual General Meeting (AGM) on 18 September. The AGM encapsulated the chapter's achievements over the past year. A key point of discussion was the crucial requirement for certified project managers for the growth of the country, and the chapter's role in delivering qualified and skilled project managers.

Since its inception, the chapter has been committed to giving

back to society. At each AGM a reputed NGO is invited to spread awareness on a matter of social concern. The September AGM showcased the work of Alert—We Care, an organization started in 2007 by a group of doctors and other young professionals. Alert—We Care makes basic medical life support available in times of need. The chapter also invited Mr. Gnanaraj, head of Kaakkum Karangal, an organization for senior citizens and young orphans, and made a commitment to contribute towards the organization's activities.

HYDERABAD CHAPTER

Excellence Feted



Mr. Suresh Chandra, president, PMIPCC, receiving the award on behalf of the chapter from Mr. Gregory Balestrero, president and CEO, PMI (left). Mr. Eugene Bounds, chair, PMI Board of Directors

PMI Pearl City Chapter (PMIPCC) has always been a pioneer in setting up new initiatives that benefit academia, business, society, and the nation. On 7 October, the Project Management Institute honored the Chapter with the PMI Component Award for Component of the Year, Recognition of Excellence. Mr. Suresh Chandra, President, PMIPCC received the award on behalf of the chapter from Mr. Gregory Balestrero, president & CEO, PMI.

The September–October months saw some interesting events at the Chapter. On 17 September, at the PMIPCC network meeting, Mr. Shailesh Gupta of HCL Technologies delivered the keynote speech on ‘Employee Before Customer.’ On 1 October, the Pearl City Chapter and Computer Society of India Hyderabad Chapter signed a memorandum of understanding (MOU) to combine their forces to work on community development and student development activities. On 18 September, 9 October and 23 October, the Chapter organized dynamic sessions for over 500 students to increase project management awareness.

On 2 and 23 October, as a kick-start to the Student Leadership Competency Building (SLCB) program, volunteer meetings were organized by the Chapter to familiarize the volunteers with the program. On 23 October, volunteers conducting the program at various educational institutions were addressed by Mr. Srinivasu Chowta, director, PMIPCC SLCB Program.

MUMBAI CHAPTER

Info Bonanza for Members

PMI Mumbai Chapter has been active in organizing speeches and workshops for the knowledge enhancement of its members. On 20 August, members heard Mr. Kailash Upadhyay on the ‘The Role of Work Breakdown Structure (WBS) in Project Management.’ Mr. Upadhyay explained the WBS concept in its entirety, beginning with its definitions, characteristics and advantages. On 22 August, Mr. Rakesh Gupta, PMP, spoke to members on how to ‘Awaken The Leader Within’.

On 5 September, at the 110th PMP Club Meet, Mr. Prasad Kolachana gave a talk on ‘A Comparison of Software Development Lifecycle (SDLC) Models—An Interactive Discussion.’ On 18 September, at the 111th PMP Club Meet, Ms. Shilpa Subramanian gave a talk on ‘Effective Interpersonal Skill.’ At the next meet the following day, there was a panel discussion on ‘Leveraging Project Management for Excellence, Growth and Transformation.’

October also saw numerous activities. The 113th PMP Club Meet, held on 3 October, had Mr. Jawed Khan speaking on ‘Managing ISO Implementation.’ At the next meet on 9 October, Mr. Balaji Krishnan spoke on ‘Negotiation—The Key to Success.’ The last PMP Club Meet for the month was on 31 October, where Ms. Shital Rajeev Andharia gave a talk on ‘Conflict Management.’

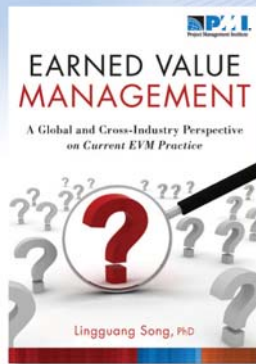
In September and October, the chapter held its 100th, 101st and 102nd PMPCE PC. On 26 September, at the 22nd Student Branch Event, Mr. Abhijit Mujamdar led a session on ‘Managing a Winning Proposal Development Process,’ which was followed by a workshop on the subject on 30 October. On 24 October, at the 23rd Student Branch Meet, Mr. Chandrashekar Vaze spoke on ‘What It Takes To Run A Successful Program.’

Question Bag Answers

1. a) Mutual trust and cooperation
2. d) Planning, Improvement, Control
3. a) Contractual administration
4. c) 15
5. d) Strong matrix organization

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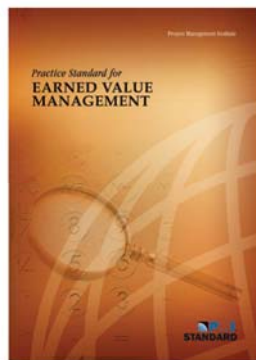
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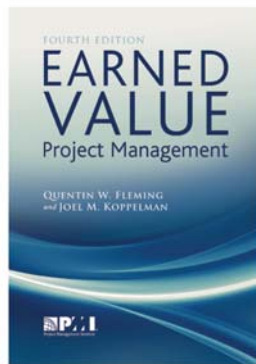
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