

MANAGE India

PROJECT MANAGEMENT INSTITUTE

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Project Democracy: Election Management In India

The world's largest democracy has so far held 14 general elections. As the country braces for another battle of the ballot this month, *Manage India* looks at the precision planning that went into the 2008 Karnataka Assembly elections. We discover what it means to manage an election in India.



Police personnel guarding Electronic Voting Machines inside the strong room.

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Raj Kalady

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Letter From Managing Director, PMI India

Dear Project Management
Practitioners,

We are overwhelmed by your response to the inaugural issue that came out in the beginning of this year. Thank you, readers, for your support and keep sending us your comments.

In each issue of *Manage India*, we bring to you features that give you a flavor of project management across sectors. A focus area for PMI India is the government sector, and in this issue we take a look at how project management has helped the government in conducting elections. In a few weeks, India goes to the polls to elect its 15th Lok Sabha. *Manage India* will give you a deeper insight into how a project of that scale is conducted.

The other feature to look forward to is a guide to project management for a writer. As usual, you can expect news about our different chapters and some of the major events that we have organized or participated in. The events coverage will give you a sense of the growing presence of PMI India. In February, over 200 credential holders participated in a two-day item writing event organized by PMI in Hyderabad. The participants had a great time networking and were enthusiastic. A parting comment from most volunteers was: "When is the next event in India?" We participated at CIOL C-Change 2009 in Kathmandu, Nepal where 88 CIOs of top Indian



Raj Kalady
Managing Director, PMI India

companies were present. There was a panel discussion on harnessing the power of project management which was well received.

We would regularly feature articles from readers. We have received articles for publication from our credential holders. It is highly encouraging and I hope the enthusiastic response continues in the months ahead. We also welcome feedback on this issue. Please write to us at the link below with your articles and feedback.

Thanks again.

Regards

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

Raj Kalady
Managing Director, PMI India

Please write to
editor.manageindia@myciol.com with
your feedback and articles for publication.

Letters To The Editor

Dear Editor,
I was impressed by the effort that you've put in for the inaugural issue of *Manage India*.

I have a suggestion. Can you publish the e-mail address of the contact person or group for published articles who members can directly contact? If members need any help or clarification regarding any article that is published in your magazine, they can save time by directly getting in touch with the people concerned rather than routing it through your editorial team.

I am not sure if you have an internal committee that will help in case we need any clarifications if we write to the e-mail contacts mentioned here.

Regards,

Kavitha S.
IT - Projects Manager
International Bank of Qatar

Dear Editor,

I had a chance to read the e-magazine. Good work, both in terms of presentation and content.

Regards,

Malick Md., PMP
Manager, IT Operations
Ikas Technologies Pvt. Ltd.

BY INVITATION: V. Raghunathan, writer and former IIM-Ahmedabad professor

Project Management Tools for Writing Books

Using project management approach to writing a book must sound strange. But believe me, this is exactly what I have been invited to write about! While neither project management nor book writing is new to me, the combination of the two in a formal sense certainly is. In fact one can adduce any number of reasons why the two are unlikely bed partners. For one, project management methods are all about systematic planning, and a structured approach to execution of a project to completion, while writing a book is essentially a creative, unstructured and a meandering activity. Project management is all about having the project move inexorably towards the deadline without running into a 'writer's block'. Project management has the imponderables from the world working against you, while in writing a book, you are your worst stumbling block! One could go on and say a lot about why the twin shall never meet.

But then, let us not stress the differences too much. After all, not all book writing, for instance bibliographic books, biographical books, text books, and technical

books, are very creative in nature, being based essentially on library search, etc. For that matter, aren't there pulp fiction writers out there who churn out a series of books with regular periodicity to hit the stands who could surely do with some principles of project management? In many of such works, could it be that perhaps the creativity element is more like 10-15 percent, while the rest of it is fairly structured work, needing to be worked backwards from the due date of completion? Is writer's block completely uncontrollable or does it pay some heed to deadlines? Isn't that more or less akin to project management? Can't the discipline of self-imposed controls help one manage one's time better?

Yes, in a more typical context, the consequences of using or not using formal project management tools in terms of project time and cost overruns, its quality, etc could be significant, while this is hardly so for writing, especially in India. Nevertheless, authors - particularly busy ones - may perhaps benefit from borrowing from some of the basic principles of project management - something I have done with some of my more routine books.

For example, let us consider the sequential or parallel component activities to a book writing project. In a typical book one intends to write, the author already has some information, plot, idea or theme in mind, with which the author hopes to begin the 'construction' of his or her book. Based on these and some preliminary chapters already written, the author obtains a contract from a publisher.

However, to proceed further, the starting material needs to be supplemented with some additional research. Some of this may be primary research and some may be secondary. Some aspects of the research may have to be handled directly by the author and some can

be 'sub-contracted' to research assistants or others. First hand involvement of the author, being a sequential activity, increases the critical path — of the project, while sub-contracting is a parallel activity and hence may not fall on the critical path the critical path being the path upon which any delay in an activity would delay the project.

Next in sequence perhaps is the development of the tentative chapterization scheme, followed by the writing of the first draft of the chapters. Even as the chapters are being written, perhaps some basic editing of the chapters completed could happen as a parallel activity. The next step is the revision of the first draft. At this stage, the author may want to set aside some time to send the draft to, say, half a dozen of his or her friends or scholars for comments and first reactions. Again the manuscript is revised based on these comments.

The next stage may be sending the draft manuscript to the publisher. At this stage there may be prolonged interaction between the publisher and the author for some revisions, etc. The last step may be, doing the preface, author's introduction, bibliography, index of the book, etc. With some minor details, these are probably the various steps a typical author goes through with some minor variations.

Each of the above components needs some time to be set aside. If each segment is managed in time, the book sees the light of the day according to a plan. The self-imposed time-line minimizes the writer's block and such other self-imposed delays!

Thus by laying out each step in the process of writing the book and allotting a realistically estimated time for each activity, and completing each activity in time, the author can use the basic principles of project management to his or her advantage. ■

“Authors may perhaps benefit from borrowing from some basic principles of project management.”



V. Raghunathan,
writer and former IIM-Ahmedabad professor

PMI IN THE NEWS

What to expect in PMBOK Guide Fourth Edition

The latest update of the essential PMI global standard, A Guide to the Project Management Body of Knowledge (*PMBOK® Guide*) was released at the end of 2008. *The PMBOK® Guide – Fourth Edition* continues the tradition of excellence in project management with a standard that is easy to understand and implement.

PMI members can access it at no cost. In addition, PMI is making available to members digital editions of *The Standard for Program Management – Second Edition*, *The Standard for Portfolio Management – Second Edition*, *Organizational Project Management Maturity Model (OPM3®) – Second Edition*

What's Changed

The *PMBOK® Guide – Fourth Edition* continues to reflect the evolving knowledge within the profession of project management. Like previous editions, it represents generally recognized good practice in the profession.

The team of volunteers who created the *PMBOK® Guide – Fourth Edition* worked under a scope statement that allowed them to undertake any necessary work to make the standard more accurate, up-to-date, relevant, clear, concise, and easy to understand and implement.

The approach taken by the team was to achieve a greater degree of consistency and clarity by refining the processes, standardizing inputs and outputs where possible, and implementing a global approach for documenting the inputs and outputs. Redundant information was removed and clarifying statements were added where needed. Terminology was updated to present process names consistently in a verb-noun format. Process descriptions are written consistently in the various places they appear.

In addition to this, the major differences between the Third Edition and the Fourth Edition are:

- Enterprise environmental factors were more clearly defined.
- A standard approach for discussing requested changes, preventive actions, corrective actions and defect repairs was employed. The number of processes decreased from 44 to 42. Two processes were deleted, two processes were added and six processes were reconfigured into four processes in the Project Procurement Management Knowledge Area.
- A distinction was made between the project management plan and project documents used to manage the project.
- The distinction between the information in the project charter and the project scope statement was clarified. The process flow diagrams at the beginning of the Knowledge Area chapters replaced with data flow diagrams.
- A new appendix (Appendix G) was added that describes key interpersonal skills that a project manager employs.

How Are PMI Standards Updated?

PMI updates its global standards at least every five years, in accordance with guidelines established by the American National Standards Institute (ANSI). PMI's standards development process involves the following steps:

Research is conducted to identify possible new standards for development or to determine if an existing standard needs to be updated;

- If a need is identified, a draft charter and scope statement are developed;
- A volunteer project manager is recruited and the preliminary planning team is organized;

- The project charter and scope are finalized and approved;
- Volunteers are selected for the team;
- Content is developed;
- Content is opened up for public review;
- Comments received are adjudicated by the project team;
- The final decisions of the project team on received comments are sent to the originators of the comments;
- Originators may appeal decisions by submitting additional comments;
- Appealers' comments are reviewed by the appeals body;
- Final edit performed by PMI product editor;
- The final document is sent to consensus body for balloting;
- CEO approval to publish; and
- The standard is published.

How Are Examinations Affected?

You may wonder how the recent updates to the *PMBOK® Guide* and *The Standard for Program Management* will affect credential examinations. PMI's global standards are only one reference in the full project management body of knowledge that is used to develop credential examinations. Only a small percentage of examination questions require updates that directly address actual changes in the standards. Of course, new questions are always being produced, tested and then used to replace older questions on a periodic schedule.

The Certified Associate in Project Management (CAPM)SM credential exam is an exception to this because it is based solely on the *PMBOK® Guide*, but immediate changes to any credential exam do not occur.

For more details, visit www.pmi.org ■


Karnataka votes: Inside a polling station

COVER STORY

Project Democracy: Election Management in India

As India braces for the big battle of the ballot this month, we take you behind the scenes of the 2008 Karnataka Assembly polls. *Manage India* decodes the precision planning that goes into an election

It was the third week of May 2008 and Vidhan Soudha, Karnataka's seat of power in Bangalore, was preparing to welcome a new government. The Assembly elections earlier in the month had presented a new political force emerging in the state; the Bharatiya Janata Party (BJP) was making hectic efforts to form a government on its own for the first time in South India. As the scene of heightened political activity shifted from electioneering to government formation, the Chief Electoral Officer (CEO) heaved a sigh of relief.

with the way the elections had concluded. The polls were by and large peaceful. It was the first time that votes were cast exclusively on Electronic Voting Machines (EVMs). It was also the first time in Karnataka that the Model Code of Conduct (MCC) that governs electioneering in the country was strictly enforced. Vidyashankar credits the success of this mammoth exercise to a well-rehearsed system that applies project management principles at every stage.

India (ECI), clearly defines the entire election process and the roles and responsibilities of each individual involved in the process. The Karnataka electoral office had also introduced several Standard Operating Procedures (SOPs) to manage the project more efficiently. Specially-designed web-based tools helped track progress and course-correct whenever required. Besides, there were tools for timely and effective communication during the run-up to the elections and also on the day of polling and counting of votes.

“The SOPs in any standard project management are in operation in full steam in elections. The only differentiator is that the system in this case relies more on human resource than technology-related tools”

M.N. Vidyashankar, Chief Electoral Officer, Karnataka

There were several reasons for CEO M.N. Vidyashankar to be satisfied

The Handbook for Returning Officers, issued by the Election Commission of

Mind-boggling numbers, spectacular show

The world's largest democracy has so far held 14 general elections in which the entire country went to the polls to elect a government at the center. Besides the general elections, the different states hold elections to their respective Assemblies to elect

ANNOUNCEMENT

PMI India Conference On Pharma and Auto Sectors

Project Management Institute — India announces the launch of the inaugural conference on 'Leveraging Project Management for Business Results (Pharma & Auto Sectors)'. It will be held on June 25, 2009 in Mumbai.

The conference features parallel sessions on the automobile and pharmaceutical industries. It will discuss key issues related to managing projects in these sectors. Key discussion points of the conference will include:

- Organizational project management structure
- Product and project lifecycle management
- Project risk management
- Project management and new product development
- Program and portfolio management
- Collaborative tools and practices used for project management
- Organizational project management maturity model

The conference will feature presentations from industry leaders and senior executives, and interactive panel discussions. It aims at providing a learning and knowledge sharing platform for project managers in the pharma and automobile sectors.

Speaking about the conference, managing director, PMI India, Raj Kalady said, "It is one of the major initiatives that we have undertaken to spread the message of project management. We felt the need to organize a specialized conference based on the feedback that we have been receiving from these industry sectors. We are sure that the idea of an industry focussed conference on project management would generate a lot of excitement among the industries and project managers."

For further details, speaking opportunities, sponsorship and participation in the conference, please write to narayan.pv@pmi.org.

(This is an advocacy event and no PDUs are being granted.)

\$12,000,000,000,000

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* Figure in U.S. dollars. Source: Managing Capital Projects for Competitive Advantage, McKinsey Quarterly, June 2008

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governments at the state level. The May 2008 elections in Karnataka were the 13th edition in the state. Elections were held for 224 assembly constituencies in Karnataka. A total of 2,242 candidates and seven political parties tried their luck with the ballot. The candidates fought bitter battles to win the confidence of over 40 million voters. Of them, almost 65 percent exercised their right to franchise. Close to 42,000 polling stations were set up for people to cast their vote. The elections were conducted in three phases.

As candidates fought the battle for the ballot in the streets and lanes of Karnataka's towns and villages, the CEO's core team strategized to ensure it was a free and fair and peaceful election. In an election, each assembly constituency is headed by a Returning Officer (RO), who is either a sub-divisional magistrate or an assistant commissioner. He/she is the project manager for that constituency and enjoys quasi-judicial powers. The RO reports to the ECI and any complaint filed by the RO is heard by the High Court of that state. For everyday execution, the RO is in constant touch with the state CEO. Together, they form the core team.

The electoral office received a budget of Rs 670 million to conduct the elections. This was, of course, besides what political parties and independent candidates would spend for campaigning. The main heads for expenditure were fuel for vehicles (on an average, 40 extra vehicles were hired for each assembly constituency), payment to polling staff, stationery, maintenance and battery for EVMs and temporary structures erected at polling stations and counting centers.

The SOPs in an election process

"The SOPs in any standard project management are in operation in full

steam in elections. The only differentiator is that the system in this case relies more on human resource than on Information and Communication Technology (ICT) and other technology-related tools," says Vidyashankar. A total of 2.2 lakh (200,000) people were engaged, that included electoral office staff and government employees assigned election duty. In all, 225 companies of central police forces were deployed, besides the state's own police force and around 20,000 home guards.

The CEO's office has been using IT-enabled project management tools to help smoothen the process further. For instance, there is a web-enabled tool to monitor the progress from the day nominations are filed to the day of counting. "The tracker helps focus on some of the key to-do's in the run-up to the elections. It gets activated the day candidates file their nominations. This web-enabled tool asks for daily updates. By 4 pm every day, if the RO has not updated the portal, we get an alert on our system.

The tracker generates automatic reminders to the RO — by email, followed by an sms and then a call. The to-do's increase on the day of polling. The tracker would ask for hourly updates," explains Vidyashankar.

Similarly, there is a tool to track cases of violations to the MCC in real-time. "This is a menu-driven solution that is easy to operate. When a violation is recorded, the tracker sets a chain of triggers in motion. The portal that hosts these tools are password-protected and can be accessed only by the CEO and the ROs," adds Vidyashankar.

High stakes, umpteen challenges

The stakes are high, and all the stakeholders have to be taken along to win their confidence in the election process. The CEO's office is primarily responsible for facilitating the elections. The entire district administration gets into election mode.

The Election Process In India

Stage	Primary authorities	Milestones	Timelines	Tools used
1	Election Commission of India	Election notified	45 days (appx) before the date of election	Mass media announcement
2	Returning officers (RO)	Issue of nomination forms	7 days to file nomination papers	Rules in the Handbook for ROs
3	RO	Scrutiny of nomination	2 days after nomination filed	Rules in the Handbook for ROs
4	RO	Withdrawal of nomination	2 days after scrutiny	Rules in the Handbook for ROs
5	Election Observers (EO), ROs, state police	Campaigning/ vigilance under Model Code of Conduct (MCC)	13 days for campaigning	MCC, videography, human intelligence
6	EOs, ROs, state police	Voting/enforce ment of MCC	1 day (each state could go into polling in 1-5 phases)	MCC, Electronic Voting Machine (EVM), human resource deployment, videography
7	EOs, ROs, state police	Counting of votes	1 day	EVM, human resource deployment, videography

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The challenge — or the marvel of an election, as Vidyashankar would like to put it — is that the entire state machinery gets involved in planning and organizing the election; yet, the day-to-day administrative work has to go on. Unlike in a typical project, the timelines in an election is non-negotiable. Once the election dates are announced by the ECI in New Delhi, the process kickstarts in every state, district, zone and taluk levels.

The different stakeholders — the state government, the ECI, the CEO's office, polling staff, the state administration, the state police, central paramilitary and reserve forces, state civil defense forces and political parties and their election candidates — all have their own set of objectives. Often a big challenge for the electoral office comes from the state government which has to facilitate a free and fair election. But the outgoing government belonging to another political party could create roadblocks in this process. Again, the state police have to allow different political parties to hold election rallies yet ensure that a rally does not threaten peace in the region.

The election process in India is fraught with archaic laws. Irregularities in the voter list, like the absence of voters' names, incorrect details etc. are the result of inefficient laws and processes. "Elections in India are a highly manpower, time and energy-intensive activity compared with the process in many other countries. The people and material deployed during the conduct of elections in this country will be much more compared with similar exercises elsewhere. This is not only because of the country's advantage of numbers, but also because the election laws continue to be archaic and have not kept pace with technology-related issues," explains Vidyashankar.



Vidyashankar has an informal briefing session with his team. The CEO's team clocks in extra hours in the run-up to the elections.

The SOPs and tools prescribed by ECI

Dependence on the human element is so high that the ECI rules do not leave scope for ambiguity and personal interpretations. The 400-page *Handbook for Returning Officers* is the single-source reference point for polling staff. It lists out SOPs for the various stages of the election process and does not allow for any deviation.

The Model Code of Conduct (MCC): The MCC governs electioneering in the country. During the 2008 elections in Karnataka, over 2,200 criminal cases for violation of MCC were booked. Election staff used this powerful tool to seize cash to the tune of Rs. 22 million and goods worth about Rs. 230 million. These were going to be used to influence voters. These criminal cases were filed in the High Court. Moreover, the MCC helped the election staff ensure that it was largely a green election. In the entire state, banners, posters, buntings, etc. were not allowed.

Electronic Voting Machine (EVM): The deployment of EVMs in the Karnataka Assembly elections had, no doubt, minimized the possibility of violations, like impersonation and booth capturing. Bharat Electronics Limited (BEL), who supplies EVMs, tested the machines before use and trained officials on election duty. The

staff conducted mock runs at polling stations half an hour before polling had begun. Except for a few stray incidents, there were generally no issues of malfunctioning of EVMs.

Human resource deployment rules: Human resource was deployed on the day of polling in such a way that no one could attribute bias on the part of the personnel deployed. Three conditions were checked before posting somebody in a polling station: he/she should not be working in that Assembly constituency; he/she should not be residing in that constituency; and he/she should not be deployed in his/her home town constituency.

After imposing these conditions, a software was developed to randomize the polling personnel, and the final round of randomization was undertaken just 24 hours before the polling day. This way the polling personnel did not know the booth they were going to before their actual departure for duty. Similarly, counting personnel are selected from a database that is randomized just two hours before the counting starts.

Confidence-boosting measures: Central police forces are deployed during and immediately preceding the polling dates. This is a measure resorted to by the ECI to boost the

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confidence of voters in sensitive areas/constituencies to signal that free and fair poll would be conducted.

The ECI deploys general observers and expenditure observers. The general observers ensure the enforcement of MCC at every stage from filing of nominations to counting of votes. The expenditure observer monitors the expenditure incurred by candidates and political parties. The ECI has imposed a ceiling of Rs. one million per candidate. On the day of poll, micro observers are deployed in polling stations that are considered sensitive or hyper-sensitive.

Use of technology: Every stage in the process (nomination filing to campaigning) is videographed so that any deviation from the prescribed procedure/rule and any violation of the MCC is captured. Again, when EVMs from all the polling stations are taken to the designated strong room, it is videographed. The strong room is sealed in the presence of political parties/candidates/agents, and it is the responsibility of the police department to safeguard it.

Resolution of challenges and conflicts

The task of managing an election in India would seem daunting to any project manager. It involves a huge number of stakeholders with varying objectives, innumerable risks, many of which are not accounted for, an unwieldy team scattered in different places that comes together for a brief period, and archaic laws.

The electoral process involves project management at various stages. Here are some of the key factors that have made the election process a success:

A well-defined plan: Over the years, the system has been defined to the minutest detail. There is no

ambiguity in the plan and the process, among its various stakeholders. In the recent past, the ECI has been bringing out rules and regulations (like the MCC) to ensure elections are free and fair.

Calendar of activities: From the day elections are notified by the ECI to the date of counting, there is no ambiguity and scope for negotiation regarding dates. The electoral office has the power to requisition whatever material and human resource it requires to enable a smooth process.

Responsibility matrix: The ground rules are set – the mandate is to ensure the elections are free and fair and peaceful. The administration, the police, political parties and candidates, and the election office and staff on poll duty are given a clear charter of duties and responsibilities.

Who manages the project: Though it involves several stakeholders, the ultimate authority in an election is the ECI. The ECI is represented in the state by its election observers who have the final say in times of a crisis. At all other times, the RO is the project manager for that constituency. The ECI vests quasi-judicial powers on the RO to return a candidate to the Assembly or Parliament, as the case may be.

The way ahead

Archaic laws are hampering higher use of technology for the entire election process. For example, the process can be simplified for a new voter to be registered or an ineligible voter's name to be deleted from the rolls. The process now requires submission of Form 6/Form 7, an enquiry spread over 7-10 days on the application, a decision by the electoral roll officer concerned on inclusion or deletion, etc. The entire process can be made online with appropriate changes in law.

Timely communication is crucial for a project of this nature. The CEO's office has now formulated an elaborate communication plan to track progress and take timely action. "We did not have it for the Assembly polls. But for the 2009 parliamentary elections, we have introduced a communication platform that includes 40,050 polling staff. We can now contact all presiding officers and ROs through wireless and cellphones. This will help take timely action and manage the election process better," says Vidyashankar.

Voluntary organizations, like Election Watch, Vote Bangalore and Jaago Re, are helping to enhance the awareness of voters. The role of these organizations in the coming elections will grow.

"The process can be more people-friendly with wider and better use of technology. Otherwise, the system is fully geared to fulfill the mandate," says Vidyashankar. ■

“Elections in India are a highly manpower, time and energy-intensive activity compared with the process in many other countries. This is not only because of the country's advantage of numbers, but also because the election laws continue to be archaic.”



M.N. Vidyashankar,
Chief Electoral Officer, Karnataka

The Human Side of Project Management

By Zvi Aronson, Peter Dominick, Patricia Holahan, Thomas Lechler,
Ann Mooney, Richard R. Reilly, Aaron J. Shenhar

Stevens Institute of Technology, Wesley J. Howe School of Technology Management, Hoboken, New Jersey

Project management focuses on operational performance, planning, and meeting time and budget goals. Training in project management has been directed primarily toward mastering project management tools and applications. Yet, as research has shown, project success depends, to a large extent on human behavior, especially leader behavior. Great leaders capable of unleashing the energy in people can create great projects. Yet, the human side of project leadership has been an understudied area.

This report describes three related aspects of the human side of project management: leadership, project spirit and conflict.

Leadership

This study focused on transformational leadership in projects. Transformational and transactional leadership summarize behaviors that can be used to characterize the styles of different types of leaders. Transactional leadership behaviors focus on coping with task related complexities, i.e., planning and controlling, information and communication, and decision participation. In contrast, transformational leadership includes four behaviors: idealized influence, individualized consideration, inspirational motivation and intellectual stimulation. These behaviors provide the foundation for individual commitment and a sense of ownership.

The results suggest that transformational leadership differentially effects various measures of project success. Also examined were the effects of the three moderators (innovativeness, urgency,

and project manager authority) on unit level performance. The results suggest that these factors do not impact the relationship between transformational leadership and project success. Other project manager leadership behaviors e.g., transactional leadership are correlated with project success. The findings also support the significance of leadership skills training and assessment for project managers and not merely technical abilities.

Project Spirit

Great projects are characterized by a great spirit, and spirit can only be created by great leaders. Effective leaders are capable of creating the spark that ignites the energy in people. Great leaders know how to articulate an inspiring vision and create a culture to mobilize motivation. Exceptional project leaders concentrate on the human energy by combining vision and culture to create a unique experience. All the same, projects are unique and temporary form of organization within a larger organization. The study explored the premise that great project leaders understand the importance of project culture, and thus, devote a significant portion of their thoughts and energy to create the right culture in their project. For this study, 'project spirit' was defined as: The collective attitudes, emotions and norms of behavior that are focused on a common vision, which relates to project expected achievements.

A number of consistent findings emerged: vision: a substantial step in creating spirit is articulating an appropriate and exciting vision; project name: an inspiring project name can be a powerful component

in creating project spirit; policy: proper policies save time and direct people's actions without intervention of management; and rituals, ceremonies and icons: great leaders use numerous techniques to create spirit, like initiate rituals, ceremonies, and parties, and build icons and symbols.

Conflict Management

Conflict exists in two distinct forms, cognitive and affective. Cognitive conflict occurs when team members debate diverse perspectives about the tasks at hand, and improve decision-making. Affective conflict occurs when team members engage in debates that are emotional and personal in nature, and impair decision-making. This study looked at an alternative approach: the mutation (or degradation) of cognition conflict to affective conflict.

Three basic sets of attributes, team, task, and organization, have been explored by researchers as possible antecedents of conflict. This research explored three team attributes likely to impact the amount of cognitive conflict team members experience during decision making: team size, functional diversity, and team turnover.

The results showed that cognitive and affective conflict were highly correlated, as also trust and behavioral integration. However, team-based rewards are negatively correlated with goal uncertainty. Team-based rewards were also positively correlated with team-oriented culture. ■



PMI INDIA

Pune-Deccan Chapter: Leading By Example

The young chapter is growing rapidly and setting high standards

The city of Pune holds different meanings to different people. To the Marathi *manoos*, Pune is where their legendary hero Shivaji spent his formative years. Pune is the Oxford of the East to students from different parts of the country who pursue their academic dreams here. It is also a rising silicon star in the west, a preferred destination for IT companies to set up shop. The city is also the seat for professional learning and development, an ideal center for PMI activities.

The PMI Pune-Deccan Chapter was initiated in 2003 by Shyam Agarwal. The membership has since grown steadily from around 140 the following year to over 8,000 now.

A focus point for Pune-Deccan Chapter is leadership development. In October 2006, it participated in the NA Leadership Institute Meeting in Seattle and PMI National Congress. In 2007, the chapter took part in the Leadership Institute Meeting in Hong

Kong, the Team India Leadership Summit in Hyderabad and the Leadership Institute Meeting in Atlanta.

The chapter received the PMI® Component Award for Component of the Year 2007.

Some of the regular activities of the chapter are:

- Organizes seminars on project management every month (since January 2006).
- Celebrates PDD and other events.
- Organizes PMP trainings regularly.
- Offers assistance to those interested in certification.
- Focused initiatives with colleges in and around Pune to increase industry-academia interaction and introduce project management at the college level.
- Organizes an annual conference on project management, OnTarget. ■

Chapter Board

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Shantanu Bhamare, PMP®
Vice President

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Finance Director

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Harish Honwad, PMP®
Corporate Relations Director:

Himanshu Warudkar, PMP®
Academic Interface Director

At A Glance

- 2003: Chapter initiated
- 2006: Quarterly newsletter, OnTarget, launched
- 2007: PMI® Component Award for Component of the Year received
- 2007: Volunteer Of The Year 2007 Award given by PMI USA Vice

President to Pune Vice President

2008: National conference on project management, OnTarget, launched

HYDERABAD CHAPTER

REP Meet: 10th Year Celebrations

PMI India had its first Registered Education Provider (REP) meet in Hyderabad on March 28. The REP meet, held at the Infosys campus, attracted close to 70 delegates from across India. The delegates were from the realm of training providers, academia and organizations.

REP MAG member Dr Subhash

Rastogi was the host for the event. Raj Kalady, managing director, PMI India, spoke about the importance of the REP program and the opportunities for growth of the project profession. Kalady said the opportunities were huge and the existing pool of thousands of certified project managers in India barely scratched the surface.

To mark 2009 as the tenth year of the REP program, three of the oldest REPs from this region received awards. REP program administrator Keith Rosenbaum and REP advisory group member Jürgen Oschadleus, PMP, presented the awards to Syntel Inc. and SABCONS. S.P Jain Institute, a reputed management school, was the third awardee. ■

PMI INDIA

200 Attend Item Writing Event

Project managers looking to upgrade their skills attended the mega item writing event organized by PMI Hyderabad Chapter on February 13 and 14. More than 200 volunteers participated in the largest such event organized by PMI anywhere in the world.

The group of participants was split into 10 breakout rooms. They were categorized according to PMP and CAPM examinations. The volunteers first spent time reviewing items

written in different continents. The enthusiasm and excitement showed by volunteers made it a memorable event for both the participants and organizers.

Managing director, PMI India, Raj Kalady introduced the PMI India team and spoke briefly about the charter of PMI India. Betsy Redden, PMP and CAPM examination developer, explained the credentials and expectations from such an event. Brian Weiss, VP - product



Raj Kalady addressing volunteers

management, elaborated on the benefits of being a PMI member, and introduced volunteers to various products and services offered by PMI. ■

Chennai Chapter

Lessons In Leadership

PMI Chennai Chapter is helping build leadership qualities for its members through bi-monthly talks on various topics related to project management and leadership. As a part of the Annual General Meeting (AGM) on October 11, 2008, members heard two inspiring speakers 'Leadership Attributes' by Dr. Murali Subrahmanyam, CEO, Quintegra and 'Career Design' by Pandia Rajan, MD, Mafoi.

Bangalore Chapter

Forum To Foster Sharing

PMI Bangalore Chapter, one of the largest chapters in the Asiapac region, conducts a fortnightly forum, PM Footprints. PM Footprints is a knowledge and experience sharing platform for project management practitioners across industry verticals. It is held every alternate Thursday and is well-attended by practitioners. Between January and March 2009, six such sessions were organized.

Mumbai Chapter

Talks And Journal Release

Mayank Gandhi, steering committee member, Council on Tall Buildings and Urban Habitat (CTBUH), and Ravindra Tulsyan, an ERP/SCM/business process speaker took the stage after the chapter AGM. Gandhi spoke on rebuilding Mumbai and elaborated on the steps being taken in this regard. Tulsyan spoke about operations management as a key to project management.

The chapter has been actively organizing PMP Club meetings. Naren Bhatia, who has 33 years of experience in the IT field, spoke at the 59th PMP Club Meeting on February 1 on 'an approach for client satisfaction measurement in IT outsourced projects'.

Mumbai Chapter has been actively organizing PMP Club meetings. Naren Bhatia, who has 33 years of experience in the IT field and has worked in BHEL, Reliance and IBM, spoke at the 59th PMP Club Meeting on February 1. He spoke on 'an approach for client satisfaction measurement in IT outsourced projects'. He elaborated on the reasons behind a client's decision to outsource and how to measure client satisfaction.

Kerala Chapter

Chapter Board Reconstituted

PMI Trivandrum, Kerala Chapter held its annual elections during January-February. The outgoing board members are C. Damodaran, Pradeep Kumar and Manoj Krishna. The new board directors are Dr. Joseph George, Sreevalsan Venugopan and Jayakrishnan P. S. Director Rinoosh Jacob Kurian has been re-elected into the board.

Power Sessions

The chapter started the year's activities with a power session by Murali Gopalan on entrepreneurship on February 11. Gopalan, joint chief information officer and senior vice president, UST Global, spoke on the role project management plays in building an organization. Jin Mathew, portfolio director, large BFS projects, TCS, gave a talk on the 'dimensions of culture' for the project management community in Kochi on February 26. Dr. Joseph George, director, strategic planning and implementation, PMI Kerala Chapter. ■

Transition – A New Age Revolution

Bhavin Shukla, PMP, writes on the importance of change management today

Changing times of economic slowdown has acknowledged the footsteps of the upcoming revolution in transition. With accelerated changes across the world, project managers are asked for rapid, agile and benchmark oriented transitions. Change management has been a topic of the past decade in project management. However, one of the key aspects of change during an economic recession is to make the transition without 'making up for the transition'.

Inevitable Change:

With the onset of the economic recession, there is a change in every sector of the society. Organizations across sectors are drafting changes to be conducted in the future to cope with the downfall. Project management has helped many to understand the needs of a participatory and bipartisanship approach towards change management. The 'add to salt' home-made recipes for transition would no longer work or be effective due to the very nature of transient change that is brought about by this global economic recession scenario.

Knowledge And Responsibility:

Transition means transfer, primarily divided into knowledge transition where the transfer of information pertaining to the subject area takes place. And secondly the responsibility transition whereby the receiver assumes sole responsibility of the act.

What Are The Changes?

With banking and financial firms filing for Chapter 11 bankruptcy, and new economic slowdown effecting changes, several transitions are under process. Right from the US Presidentship transitioned from George Bush to Barack Obama,

government councils shaking hands with new reform groups to chief executives being changed and transitioned to newer personnel across the globe. In India, the primary transitions are person transitions for jobs, industrial and non-industrial supply chain transitions, and consumer transitions from one product to the other.

Sustainable Transition:

With jobs, work and responsibilities being exchanged, the stakeholder is becoming more demanding towards a quicker, easier reliable and sustainable transition process. Project managers are increasingly asked for transition plans, checklists, formal sign offs, and reviews and status reports. Transition touches all the phases of the project management from planning, conceptualization to execution, monitoring and control. Key Performance Indicators and Critical Success Factors are discussed in boardrooms for chief executive transitions. Transition management is becoming a new portfolio item for program and project managers.

The new age revolution for transition:

Approach: Vendor transitions, people transitions, work transitions or even product transitions can be undertaken with a big bang or a phased approach.

The big bang approach would bring in higher risks, more initial investment, less chance to revert back, but would be quicker, bounded more strongly and if the transition aspects are clear would reap higher benefits. On the other hand, the phased approach is better for evolving transitions, uncertain knowledge areas and critical position transfers.



Bhavin Shukla, PMP

Knowledge Transition: On the Job Trainings (OJT) and sharing of past learnings to expedite the transition are gaining more importance for a project manager. Sharing through learnings and measuring success periodically helps transition stakeholders to get more visibility and success.

Responsibility Transition:

Task, activity and work responsibilities are transitioned one at a time with room for continuous improvement and change. Like when a new CEO joins an organization, he/she visits company locations, conducts roadmap discussions with executive persons, undertakes transition of duty from the old CEO in a phased manner and understands escalation procedures and the internal financial stability of the organization. These are some items in a CEO transition plan.

Sustainable is the word for today!

Any change undertaken to cope up with the economic recession has to be sustainable to survive the odds of the future. Sustainable transitions and revolutions therein are required for the growth of the world economy as a whole. ■



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