

# MANAGE India



## DEVELOPING SOPHISTICATED TRANSPORT SYSTEM FOR CRUDE OIL

*Cairn India wins Best Project of the Year 2011 in the runner-up category for the Mangala Development Pipeline Project for project management excellence*



The 670-km pipeline crosses landlocked regions of Rajasthan and Gujarat and required rights of use clearance from over 40,000 landowners in more than 250 villages.

## COVER STORY

# Developing Sophisticated Transport System for Crude Oil

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5

3 Letter from Managing Director, PMI India

4 By Invitation  
Radhakrishnan Pillai draws insights on project management from Kautilya's *Arthashastra*

8 PMI Research  
Project Management Practices in India

10 Article of the Month  
Emotional Maturity of Project Managers

11 PMI India Event  
Research & Academic Conference Highlights

12 Chapter News

## Announcement: Article of The Month

Submit your articles for the March issue by 15 February 2012

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

Send us your article with your photograph to [editor.manageindia@pmi-india.org](mailto:editor.manageindia@pmi-india.org)

Please visit PMI India website ([www.pmi.org.in](http://www.pmi.org.in)) for eligibility criteria and submission guidelines

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# Letter from the Managing Director, PMI India



Raj Kalady  
*Managing Director, PMI India*

Dear Practitioners,

As we step into 2012, I would like to wish you, your family, and colleagues a very Happy New Year. Let this New Year be one of new hopes and dreams for you at work and home. We, at PMI India, are starting 2012 with a sense of rejuvenation, being energized by the success of the year gone by and the promise that the New Year holds.

It has been our concerted effort to take along the needs and aspirations of the practitioner community in all our initiatives. I'm encouraged by the response that our programs have drawn from the community. It's important to highlight some of these successes and let our future programs be inspired and guided by the underlying principles that made these achievements possible.

The PMI India National Project Management conference in September 2011 surpassed our earlier expectations in terms of the quality and variety of speakers, volunteer involvement, and delegate participation. It has set a new benchmark for all future events.

The first research and academic conference in Pune in December received an overwhelming response. The theme for the conference, "Getting India Ready in a Project Driven Economy – Role of Academia," set the stage for discussions on building and sustaining a large talent pool in the country for the future. Congratulations to the winner of the PMI India Fellow Award, Dr. Mangesh Korgaonker, director general, National Institute of Construction Management and Research. My heartiest congratulations also go to winners of the PMI India Research Scholar Awards—Prof. Vishnuprasad Nagadevara from the Indian Institute of Management, Bangalore; and Dr. K.N. Satyanarayana, professor, Building Technology & Construction Management Division, Department of Civil Engineering, and chairman, Engineering Unit, Indian Institute of Technology, Madras.

Two of our initiatives that have been highly successful are PMI India Champion Program and Project Connect. The

Champion Program is aimed at enhancing and supporting project management advocacy and outreach efforts across organizations and has attracted 20 professionals, and the number is growing. They are our new project management brand ambassadors for their industry. Under Project Connect, we have been regularly reaching out to engineering and management institutes in the country with the aim of training faculty and developing courseware on project management.

PMI honored PMI Mumbai Chapter and PMI Pearl City Chapter (PCC), for excellence in project management advocacy and volunteering efforts. I congratulate Mr. Rakesh Gupta, president, Mumbai Chapter, and Mr. Suresh Chandra, president, PMIPCC, for their leadership.

Another person who needs a special mention is Regional Mentor, Mr. Ramam Atmakuri. He has been instrumental in holding two very successful Regional 11 meetings. His spirit of volunteerism is unmatched. We're excited about Mr. Tejas Sura having taken over the mantle from Mr. Atmakuri, and I am confident that he will raise the bar even further and make the region shine the world over.

In 2011, we received excellent support from the media and look forward to a continuation of that in the year ahead. I also look forward to the support of our community of Registered Education Providers (R.E.P.s) as we work toward making project management indispensable for the country.

Here is wishing all of you an exciting year of successful project execution in 2012.

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

# Learning Project Management from Kautilya's Arthashastra

BY RADHAKRISHNAN PILLAI

Chanakya, who lived in third-century BC, was well known as a “kingmaker” and a leadership guru.

In a developing country like India, we observe that good leadership and governance have become a matter of prime importance, and project management practices are essential for growth. As we look toward the West for project management tools and techniques, we should also look back into our own history books to draw inspiration from our glorious past.

The glorious temples that stand today across many states, the magnificent forts built by various kings and many palaces, are examples of great projects executed in time.

In this article, we look back at the famous treatise, Kautilya's *Arthashastra*, written by the greatest political thinker of all times, Chanakya (aka Kautilya or Vishnugupta), and what we as project managers can learn from it.

Now, let us look at the following two *sutras* from the *Arthashastra* that are relevant to project managers.

## A. What Is Management?

*“The means of starting undertakings, the excellence of men and material, (suitable) apportionment of place and time, provision against failure (and) accomplishment of work – this is deliberation in its five aspects” (1.15.42)*

This single *sutra* summarizes management with its following five aspects:

### 1. The means of starting undertakings (assignments/projects)

If you are not having a project in hand, make sure you start a new one. No one

can be called a project manager if he or she does not have a project in hand. To start something is an essential quality of a good manager.

### 2. The excellence of men and materials

For any project, it is important to have two types of resources: men and machines (also materials). Optimum utilization of these resources is essential.

### 3. Deciding suitable place and time

No project can be completed without proper planning. So deciding the right time and place is important during the planning stages.

### 4. Provision against failure

What if my people leave me and go? What if the machine breaks down? Have a backup plan. To have Plan A with a Plan B is essential, says Chanakya.

### 5. Accomplishment of the work

Most important is results. We may do the best of planning, but finally results count. Any person is valued not by the promises he makes but the results he delivers.

Therefore, in short, understanding good management is important for good project management.

Every leader, manager, and executive has to handle multiple projects at any given point of time. This is unavoidable. He might have been appointed for a particular work; however, with time, he will naturally get more and more responsibilities.

Chanakya, advises us on:

## B. How to Manage Multiple Projects

*“And (they) should bring about the commencement of what is not done, the*



*carrying out of what is commenced, the improvement of what is being carried out and the excellence of (the execution of) orders, in the case of works” (1.15.51)*

He suggests the following four types of work that an executive should carry out:

### 1. Commencement of what is not done

There are many things that need to be done. Good managers are those who start work on their own rather than waiting for the bosses to tell them what to do. Each person has to become proactive.

### 2. Carrying out of what is commenced

A project manager said it well, “It is not important how many projects I started, but how many I have completed.”

### 3. Improvement of what is being carried out

One needs to ensure that the work started should end with a quality output. We should continuously strive for excellence. Excellence then becomes a habit.

### 4. Excellence in execution of orders

A manager like all other employees has limited time and resources. Thus, in order to do multiple tasking, he has to either delegate it to his team members or outsource the activities. Management is not about only doing work on your own, but getting work done from others.

*(Mr. Radhakrishnan Pillai is the author of Corporate Chanakya and director of Chanakya Institute of Public Leadership, University of Mumbai.)*



# Developing Sophisticated Transport System for Crude Oil

*Cairn India wins Best Project of the Year 2011 in the runner-up category for the Mangala Development Pipeline Project for project management excellence*

A project of massive dimensions that encountered innumerable physical and engineering challenges during planning, designing, and execution successfully achieved its goals by applying project management at every step of the way. Cairn India's "Mangala Development Pipeline Project" in west India won the PMI India Project of the Year 2011 runner-up award at the PMI India National Conference in September.

According to Cairn India, a leading oil and gas exploration and production company in India, the 670-km-long Mangala Pipeline Project is the world's longest continuously heated and insulated pipeline. Construction began in June 2008, and the project was completed and commissioned in May 2010. So far, 591 km is complete and has already been commissioned to export waxy crude oil from Barmer to the point of export in Salaya, Gujarat. At full capacity, it will throughput about 20 percent of the country's total domestic production and meet 8 percent of its crude oil demand.

## Key Project Features and Challenges

The pipeline runs through a landlocked region of western India. One of the biggest challenges that the project team faced was to acquire rights of use (RoUs) to the land through which the pipeline passed. The project team had to negotiate for RoUs for farmland in over 250 villages in Rajasthan and Gujarat from over 40,000 landowners. The underground pipeline uses a sophisticated Skin Effect Heat Management System (SEHMS) that keeps the crude oil at 65 degree centigrade through the pipeline.

Some of the salient features of the completed phase of the 24-inch diameter insulated and heated underground pipeline project are as follows:

- An 8-inch gas pipeline from Raageshwari deep gas field running parallel to the 24-inch pipeline for supply of fuel to power the SEHMS stations, and for Viramgam and Salaya stations.
- Pipeline designed to throughput up to 175,000 barrels per day, with the potential to enhance capacity to 240,000 barrels per day.

- About 25-km insulated and heated 10-inch spur pipeline to supply oil to Indian Oil Corporation at their Radhanpur intermediate terminal in the Mundra Panipat Pipeline, including at the dispatch terminal at Radhanpur with tank farm and export pumping facilities.
- About 2.5-km insulated and heated 24-inch spur pipeline and dispatch terminal to supply oil to ESSAR, a consumer.
- About 8-km insulated and heated 24-inch spur pipeline and dispatch terminal to supply oil to Reliance Industries, a consumer.
- Interconnection with the Gujarat State Petronet Ltd. gas grid as an alternate, back-up source of gas.
- One intermediate pumping station at Viramgam.
- 33 aboveground SEHMS stations.
- Two intermediate pigging stations.

The pipeline network crossed over 780 roads, railways, canals, rivers, and other water bodies; over 200 km of desert; over 100 km of rocky terrain; over 24 major river crossings; and an 8-km flood channel at an average depth of 3–4 m under the sand. Laying of such a long SEHMS with so many physical hurdles on its path led to several technical challenges. It meant multiple iterations in the concept design and construction methodology. The team sought the help of premier engineering institutes in the country and independent consultants from the United Kingdom to devise the right techniques for design and construction.

The delay in obtaining RoUs in Rajasthan resulted in shifting construction activity to Gujarat during the peak monsoon season and influenced the construction schedule.

## How Project Management Helped

One of the first tasks the Cairn management undertook was to set up a dedicated task force with a mandate to resolve all project challenges. It set out to put together a team of project professionals within the company and from the pipeline industry the world over to join the project team. The head of





the team was the project director who was part of the Cairn management. There was a dedicated task force responsible for resolving all critical issues and noncritical activities related to the project. The team included a project controls manager who was responsible for monitoring the project and providing feedback to the project manager for necessary actions. A high-level project planning and control procedure was developed to define the process to monitor and control work progress. It included progress measurement procedure, progress reporting procedure, project cost control procedure, and project change control procedure. This proved to be an effective way to manage the project.

The key project management areas are discussed below:

### **Scope Management**

Cairn India carried out detailed studies to understand the various options for exporting and transporting the crude oil that is in a highly waxy and solid state from the landlocked Barmer region. It took close to two years of extensive studies before the company finalized the pipeline network as the right transport model. It was crucial to do this because it had huge implications on the project scope definition.

This followed further studies on pre-FEED (front-end engineering design) for three months to corroborate the feasibility findings of the transport model selected. The company then conducted a full FEED phase for seven months during which most of the basic features of the project were frozen. The work breakdown schedule (WBS) was also defined that helped breaking down the project into manageable entities

and awarding of contracts and procurement orders for each entity separately.

### **Time/Schedule Management**

The team resorted to fast-tracking and compression of schedules to allow the project to progress without any significant delays. One of the major challenges that threatened to scuttle the schedule was the difficulty in getting land clearances in Rajasthan. The construction schedule had to be modified and resources moved to Gujarat instead of Rajasthan to avoid further delays. The other unforeseen development was the extra time it took to lay the pipeline underground in three segments of Gujarat. Additional resources had to be mobilized to achieve the original time schedule. A planned approach from the management to the project team level, regular monitoring and baseline revision of the schedule whenever needed, and fast decision-making helped in effective schedule management.

### **Cost/Resource Management**

The finance manager, who reported to the project head, was accountable for monitoring the cost of the project and provided financial performance report to the project director and project manager. The finance manager was assisted by a dedicated team and a cost controller.

### **Quality Management**

An independent quality group, headed by the project quality manager, assisted the project management in implementing and maintaining the project quality management system. The

project quality manager reported to the head midstream and was responsible for quality management. The project quality group included the project quality manager, project quality representatives, project inspection coordinator, and on-site inspectors. The team followed a well-defined project quality policy that complied with the corporate quality policy of Cairn India.

### Health, Safety, and Environment Management

The project team followed industry best practices to ensure high health, safety, and environment (HSE) standards at worksites. The result was 10 million man-hours without any time lost due to injuries. The diverse geographical terrain through which the pipeline passed gave rise to several HSE hazards, making its monitoring and management extremely crucial. Some of the key elements of the HSE strategy were meticulous job planning, engaging contractors, and local communities; effective workplace safety supervision; periodic HSE performance monitoring; and inculcating safe work habits.

### Human Resource Management

The project human resources processes were closely aligned to that of the company's corporate policies. For the project, a "projectized organization structure" was selected with the project director at the top of the leadership pyramid. The larger project was broken down into smaller manageable projects, each under the direct responsibility of a project manager with assistance from the project management office.

### Communications Management

Cairn India followed a joint operating agreement with its joint venture partner, the state-owned Oil and Natural Gas Commission for an effective communications strategy. The project involved several stakeholders, which necessitated evolving a stakeholder management plan to communicate with external stakeholders. Activities related to corporate social responsibility were also under the communications team.

### Risk Management

The risk management process cascaded through the Cairn India Group and function-specific risk management subcommittees, with independent and cross-functional membership. These subcommittees addressed risks pertinent to the asset, project or function, and provide regular reports to the risk management committee. The risk management committee reviewed these reports and other risks captured by the subcommittees. Risks were captured through a risk register that each key functional team maintained. These risks were then classified using a Cairn India proprietary risk classification grid. The organization had a three-tier risk governance structure with the company's board as the final authority.



*The pipeline route.*

### Contract/Procurement Management

The main objectives of the project contract and procurement management were to avoid any delays because of non availability of materials and enable cost optimization. Some of the key challenges in material management were maintaining quantum and quality of materials, identifying the right sourcing partners, on-time order placements, progress tracking and monitoring post-order placements, materials inspection, safe transportation, and storage.

The project team overcame the innumerable challenges it faced with thorough planning, regular monitoring of the progress based on the work breakdown structure identified, and an effective communication program. A projectized team structure with a senior executive as the head of the team, a project management office, and a dedicated task force helped cut delays in decision-making and deal with unforeseen challenges as the project progressed. The effective end-to-end application of project management in the project received recognition from PMI India. The Best Project of the Year runner-up award was received by Mr. H.P.Bhalla, director – Special Projects; Mr. Manu Kapoor, director – Corporate Affairs; and Mr. Sidharth Balakrishna, projects manager, during the PMI India National Conference in September 2011.

# Project Management Practices in India

*Below is an excerpt of the report published by Indicus Analytics and Ace Global in 2010.*

**Background:** The effect of the global recession has spread to every corner of the world and India is no exception. However, in the past few years, the economy has bounced back and India is on a high-growth trajectory with a gross domestic product (GDP) growth rate of 6–10% propelled by infrastructure development. This surge in infrastructure investment is largely due to the increase in foreign direct investment (FDI) over the past few years. The eleventh Five Year Plan (2007–12) has allocated US\$514 billion for infrastructure investment. India's growth story over the next five years, therefore, is largely dependent on the management of its big spend on the infrastructure environment. Successful and timely execution of major projects is crucial to maintain this growth trajectory.

Common issues facing most projects, particularly government-sponsored projects, are time delays and cost overruns. Any industrial activity in India requires multiple clearances from the time of project incorporation until its completion and launch. For successful implementation of any project in the country, hands-on involvement is essential to obtain project-related clearances. The implementation status of most projects points out the gaps in the application of project management practices. Therefore, learning and utilizing project management is crucial for India to continue on its high-growth trajectory in the coming years.

**Objectives of the study:** The study was aimed at understanding and evaluating the importance given to the application of project management principles in projects conducted by the private and public sectors in India.

**Key findings from the study:** The study reveals that project management practices across the country differ according to the size and complexity of the project

and whether it is a public or private sector initiative. Capital-intensive sectors, such as power; steel; engineering, procurement & construction (EPC); and the IT sector that handles multidimensional projects, displayed a higher maturity level of project management practices in their organizations. Although project management practices have been more widely adopted by the private sector, the public sector is now opening up to these practices. Presently, many public sector organizations are emphasizing on training programs and strengthening their existing project management units and professionals. "Lack of clarity of benefits" and "lack of client-led demand in India" are the main barriers to the adoption of project management practices in the country.

The study revealed the categorization of project management structures in the country as follows:

1. The project is considered as a part of the functional organization and is contained in one or more of the functional units of the organization.
2. The project is housed as a separate unit coordinated by the project manager who also has complete authority over people and physical resources assigned to the project.
3. The project is handled by outsourced structures such as project management consultants.

Respondents of the study questionnaire and interviews exhibited contrasting views on their perception of project management. The importance of the need for project management practices is widely accepted, but there are differing opinions regarding whether project management is to be treated as a separate discipline. Strong advocates for a specialist branch include professionals from the academic field and training providers. However, there are others who consider project management as an

intuitive process carried out in private and public sector organizations without any specific training or orientation.

The industry mainly views project management as a "time management tool," contributing to the successful and timely completion of projects with minimal cost overruns. Successful implementation of projects using project management practices is a main contributory factor to revenue growth in organizations.

Project management practices are still in the nascent stage in the country. Many organizations still shy away from adopting them. The main challenges foreseen in adopting these practices are as follows:

1. There is still uncertainty regarding the scope of the term "project management." Many respondents considered project management as more of an execution and monitoring tool rather than a planning tool.
2. Most organizations fail to realize the need for project management practices in implementing small and uncomplicated projects.
3. Project management is considered more as an institutional need. Moreover, most respondents who have undergone certification opined that investment in project management training and certification should be borne by the organization and not the individual.
4. Lack of trained manpower limits productivity and creates a wide gap between expected results and the actual end result itself.

The study revealed that the lack of clarity in defining and classifying the discipline of project management is the basic cause for resistance in adopting project management practices. Even though many of the respondents were aware of project management, they had a myopic view of the basic concepts.



Another hurdle of project management in an organization lies in quantifying cost-benefit trade-offs. Adoption of project management practices in organizations provides quantitative benefits in terms of cost and time. Quality improvement in implementation of projects is rarely considered as a benefit. Many respondents were also of the opinion that neither incentives nor penalties for good or bad performances were reason enough to adopt project management practices.

Another crucial area the study focused on was estimating the demand for project management professionals in the country. The demand analysis was done by a process of triangulation using two approaches:

- Companies were filtered on the basis of capital, revenue, and employee strength.
- Various upcoming projects in both the public and private sector were identified, and the project staffing for various types of projects were also identified.

On the basis of the factors given above, conclusions drawn from the study revealed that the overall stock of project management practitioners in India is estimated at 96,399, which would likely to go up to over 215,187 by 2012. Nearly 78% of this resource base is estimated to be in the IT sector.

Accurate figures relating to market volume of training and certification programs for project management were unavailable. Moreover, on the basis of the findings from a primary survey and assumptions of future scenarios, the research attempts to develop an estimation of the same. According to these findings, the size of the project management-related training market is estimated at around ₹800 million in 2009 and expected to reach ₹1,692 million by 2015, at constant prices, covering around 71,000 people.

**Growth drivers for project management:** With the infrastructure boom expected to continue in the coming years, there is

### Annual Increase in Project Management Staffing

	2007-08	2008-09	2009-10	2010-11	2011-12
Infrastructure & industrial projects	4587	4387	5257	6189	7019
Pharma sector	692	720	750	784	814
Auto sector	321	353	388	427	470
IT sector	21,430	23,573	25,930	28,523	31,376
Total Demand	25647	29033	32325	35,923	39,679

Source: Indicus

### Overall Stock of Project Managers in India

	2007-08	2008-09	2009-10	2010-11	2011-12
Infrastructure & industrial sector projects	12,473	12,414	12,399	14,161	17,044
Pharma sector	4,482	5,202	5,952	6,736	7,550
Auto sector	3,530	3,883	4,271	4,698	5,168
Banking sector	914	948	973	997	1,023
IT sector	75,000	98,573	124,503	153,027	184,402
Total Stock	96,399	121,020	148,098	179,619	215,187

Source: Indicus

a predictable rise in the number of more complex projects, thereby fueling the demand for structured project management processes. This in turn feeds the demand for additional certified project management professionals.

As an increasing share of the Indian IT sector moves to the global IT market, the need for structured project management practices increases. This calls for a larger induction of certified project managers.

A recent trend that is on the rise in the infrastructure sector is funding of large projects by donor agencies. As this continues, it is likely to popularize project management practices in the country with increased demand for more project management methods.

Implementing projects under the public-private partnership mode is expected to create a new demand for project management practices, which is likely to be the largest among all non-IT sectors.

**Action areas and priorities for stakeholders:** Action areas for the various stakeholders consisting of the government, industry bodies, and academic institutes have been identified as follows:

#### Government

- Showcasing the need for project management principles from the planning and appraisal stages of projects.
- Raising the profile of project management institutions.
- Developing and distributing appropriate courseware—targeting government agencies—helps in the proper understanding of project management practices.

#### Industry bodies

- Endorsing project management through demonstrations and documentation.
- Promotion of project management certification down the supply chain beginning with EPC contracts.

#### Academic institutes

- Developing high-quality project management courseware for general as well as sector-specific purposes.
- Obtaining recognition for project management as a professional entity.
- Building awareness among financial institutions and promoting project management certification.

# Emotional Maturity of Project Managers



BY SHRIKANT DEO

Significant work has been done on defining “Emotional Intelligence” or “Emotional Quotient” (EI or EQ) and its application in business management. I would like to take a step forward and define “Emotional Maturity” (EM). The key difference between EI and EM is individualistic vs. team. **EI** or **EM** is about individual performance and how a person deals with situations using emotions. On the other hand, **EM** is about how a leader responds or reacts to emotions expressed by team members and manages emotions to achieve success for the entire team.

In the past few years, there has been a distinct shift from manual to intelligent work. Innovative ideas are crucial for any organization to stay ahead of its competition. The key to innovation is smart ideas coming from the team. It is necessary to find and retain team members with smart ideas and give them the right environment.

Smarter people are usually emotionally sensitive. If the leader of such a team does not handle diverse emotions of the group, things can go wrong. Hence, project managers play a crucial role in making or breaking the innovation culture in a group.

## Emotional Maturity Skills for Project Managers

- **Cognitive ability**—It is the ability to recognize the emotional status of a person during interaction. After understanding the emotional status, steer the interactions with that person accordingly. This is particularly true for face-to-face interactions. Even in telephone conversations, emotions can be easily perceived.
- **Response to emotions**—It is the ability to react to emotions expressed by another person. One must react in an emotionally mature way to these emotions. An emotionally mature response is often confused with being indifferent toward other person’s emotions, but it is exactly the opposite.
- **Evoking emotions**—When the situation demands, one should be able to evoke emotions of the team member(s) to raise the performance. Each team member has different emotional traits, and a good project manager must know when and how to use those to motivate the person to perform his/her best.

## Building a Team

While selecting people for a new team, apart from technical and soft skills required, the project manager must evaluate new team members on their EQ and compatibility with each other.

It may be good to have outspoken, aggressive people in the team, but too many of them can lead to discontent and chaos. One should check personality traits of team members so that those match with each other in order to create a team culture. At the start of the project, the project manager must have a clear dialogue with the team to ensure that right expectations are set. Reactions from team members, including nonverbal (facial expressions), should be noted so that you can anticipate risks well.

## Creating Team Culture

The project manager can use the following ways to build a team culture:

- **Personal connections**—He/she should have regular individual interactions with each team member. These help build a personal connection that minimizes friction during official interactions.
- **Unofficial channels**—These channels help the project manager to gauge the undercurrents within the team and act before they influence the team’s morale. A fine balance is needed to keep the team culture intact.
- **Organize team-building exercises**—These events get team members together beyond work. Bonds developed during such events are helpful during work and go a long way in fostering a team culture.

The future workplace is all about innovation and team dynamics. The project manager of the future needs to be emotionally mature to handle these.

*(Shrikant Deo is a senior project manager at one of the largest IT companies in India. He has more eight years of project management experience and has managed diverse IT projects and programs in the US, the UK, Australia, and India.)*

# PMI Hosts First Research and Academic Conference in Pune

In December, PMI India conducted the first research and academic conference at the National Institute of Construction Management and Research (NICMAR), Pune. The conference held on 9-10 December provided a common platform for scholars, senior practitioners, and students in the field of project management and allied disciplines to discuss and share new ideas. Technical papers, research papers, and new findings in project management were presented and discussed. The conference also commemorated noted academicians for outstanding contributions to the field of project management-related education and research.

The theme for the conference was “Getting India Ready in a Project Driven Economy - Role of Academia.” Mr. K.B. Dixit, executive director (Engineering & Procurement), Nuclear Power Corporation of India Ltd. (NPCIL) was the guest of honor and Dr. Kamal Sharma, managing director, Lupin Ltd. was the chief guest.

In his address, Dr. Sharma emphasized the need for project management in a growing economy like India which is still

striving to keep up with its growth objectives. Dr. Sharma spoke on how the drivers of the economy have evolved from being product-based to being process-based. He also voiced concern on the shortage of qualified project managers in India. Mr. Dixit spoke on the effectiveness of project management as a tool in developing and maintaining infrastructure across all sectors such as power, roads, ports and IT. He stressed the need to design academic curriculum to gear up to this requirement.

Eminent speakers, who delivered the theme addresses, were Dr. Mangesh Korgaonker, director general, NICMAR; Mr. K.S. Ajay Shankar, PMO head, Land Rover Jaguar Project, Tata Technologies, Pune; and Mr. Cherian Thomas, chief operations officer, IDFC Foundation. Dr. Arun Nigvekar, ex-chair, UGC, delivered the valedictory address.

Other prominent speakers during the two-day event were Dr. Shankar Sankaran, director, University of Technology, Sydney, Australia; Prof. Nagadevara, Indian Institute of Management, Bangalore; Prof. S. D. Kshirsagar, S. P. Jain Institute of Management & Research, Mumbai; Dr. Anil Sawhney, Indian Institute of Technology, Delhi; and Prof. Goutam Dutta, Indian Institute of Management, Ahmedabad.



*Dr. Mangesh G. Korgaonker, Mr. K. B. Dixit, Dr. Kamal Sharma and Mr. Raj Kalady during the inaugural session.*



*A section of the delegates at the conference.*

PMI India presented the PMI Academic Awards to academicians for their exceptional contributions in promoting project management education in India. Dr. Vrajilal Sapovadia, director, National Insurance Academy, gave away the awards. Dr. Mangesh Korgaonker received the PMI India Distinguished Fellow Award for his exceptional and outstanding leadership level contribution in the field of education, training, research, consultancy, institution-building, industry-institute linkages, and advocacy. Dr. K. N. Satyanarayana and Dr. V. Nagadevara were awarded the PMI India Distinguished Scholar Award for their significant contributions to project management education training, research, and consultancy.



*PMI Academic Advisory Group members with award recipients.*



## HYDERABAD (PMIPCC) CHAPTER

## Chapter Receives PMI Community Award

The PMI Pearl City Chapter (PMIPCC), which celebrates its 10th anniversary in 2012, has had a packed schedule during the past few months with leadership workshops, training programs, and network meetings. On 22 October, the chapter was the proud recipient of the 2011 PMI Community Award for Chapter of the Year (Category II) in Texas, United States. The award was presented in recognition of the chapter's activities, initiatives, and commitment toward promoting project management within the community. It was presented during the PMI Leadership Institute Meeting. PMI awarded chapter volunteer Ms. Sunanda Gundavajhala with Recognition of Excellence Award 2011 for her outstanding volunteer efforts.

The chapter has been witnessing a steady membership growth over the past few months. In December, the number of members grew to over 1,100. During the months of October and November, the chapter conducted seven training programs with the help of volunteers and faculty members for over 120 participants. Four of the training programs were workshops on the *PMBOK® Guide (A Guide to the Project Management Body of Knowledge)*.

In December, PMIPCC successfully conducted its SLCB program in a Hyderabad school. This was followed by a member network meeting on 16 December in which eminent speaker and corporate coach Dr. Krishna Sagar Rao presented on "Emotional Intelligence Implications in Project Management."

In November, the chapter conducted a half-day interactive workshop as part of the launch of the chapter's "Igniting Spirit of Success" series. The workshop on "Crafting High Performance Teams Through Leadership" was conducted by corporate business leader and leadership mentor, Mr. Abhirama Krishna. The chapter organized a three-day workshop by agile coach, Mr. Jesse Fewell, for members aspiring to appear for the new PMI Agile Certified



*Mr. Suresh Chandra (center) receiving the PMI Component Award from Ms. Beth Partleton, immediate past chair, PMI Board of Directors, and Mr. Mark A. Langley, President and CEO, PMI.*

Practitioner (PMI-ACP)<sup>SM</sup> certification. That month also witnessed a volunteer meet aimed at introducing and inspiring new volunteers into chapter activities.

In October, PMIPCC released its quarterly newsletter, *Spandana*, with new sections such as "Leader Speaks" and "Members Corner." The chapter also conducted a half-yearly member satisfaction survey encapsulating member responses on the chapter's path over the next two years. The chapter organized a bimonthly member network meeting on 28 October. Senior industrialists participated in a panel discussion on "How can business growth be enhanced through effective project/program management practices? What are the challenges that need to be overcome?"

During October and November, there were cluster meetings in IBM, Birlasoft, Microsoft, and ValueLabs. In August, the chapter restarted its free monthly webinar knowledge-sharing series.



*Members during the network meeting in December.*

## WEST BENGAL CHAPTER

## First Annual Conference Takes Off

PMI West Bengal Chapter hosted its first annual conference, Aviskar, on 17 December in Kolkata. The event brought together 65 project managers and aspiring project managers.

Aviskar aims to set the stage for a wide range of project management stories from the region and create awareness about project management across industries. Aviskar 2011 emphasized building project management life skills for children and young adults to help them build a better society for tomorrow.

The conference was jointly inaugurated by Dr. Subrata Gupta, managing director, West Bengal Metro Railways; and Mr. Tejas Sura, joint managing director, Conart Engineers, and mentor, PMI Region 11. Chapter board members Mr. Amitava Banerjee, Mr. Amitabh Kishore, Mr. Sumit Sinha, Mr. Subimal Chakraborty, and Ms. Sonali Bhattacharya were also present at the inauguration.

Dr. Gupta delivered the keynote address where he highlighted the various challenges faced in government project execution. The chapter recognized the efforts of a nonprofit organization, Prayasam, for its exemplary contribution toward improving the lives of underprivileged children in West Bengal. Agile project management coach and consultant Hiren Doshi added some fun element with the Agile Ball Point Game designed by Mr. Boris Gloger. The game is an exciting way to understand Scrum and clearly demonstrates some of the key principles and values of agile project management.



*PMI West Bengal Chapter board members, volunteers, and mentors at Aviskar.*

Mr. Jimmy Tangree, station owner, Red FM, spoke on how projects work in the entertainment industry and the upcoming requirement of creative project managers in the FM radio sector. Mr. Ramam Atmakuri, chapter mentor and vice president, Cognizant Technology Solutions, shared his insights on “360 degree leadership.”

The event concluded with a panel discussion on the new horizons of leadership. The panel was moderated by Ms. Alkananda Rao, CEO, AlvariSys Systems. The other panelists were Mr. Saborno De, a distinguished toastmaster, and Mr. Sura.

## BANGALORE CHAPTER

## Five Years of PM Footprints

On 5 November, PMI Bangalore Chapter celebrated the fifth anniversary of PM Footprints, a common platform for project managers to share their skills and experiences. Around 165 project managers have so far shared their knowledge and experiences through PM Footprints.

To recognize the achievement, the chapter organized an event in which over 150 people attended. The audience consisted around 80 prior speakers at PM Footprints, project management practitioners, volunteers, and executive committee members of PMI Bangalore Chapter. Mr. Sumanth Padival, vice president, Programs and Internal Communications, PMI Bangalore Chapter, spoke about the chapter's eventful journey over the past five years. Mr. B.G. Jayaram, president, Bangalore Chapter, lauded the role that volunteers have played in making this initiative such a success.

The keynote speakers for the day were Mr. Ramji Raghavan, founder chairman, Agastya International Foundation, India and Mr. Elango R., chief human resources officer, MphasiS.

Mr. Raghavan spoke about his experiences and challenges in creating a social enterprise. He said volunteers have played a crucial role in the success of Agastya International, the world's largest mobile hands-on science education program for economically disadvantaged children and rural teachers.

Mr. Elango R. made a presentation on “A Box Office Boss - The People Perspective to Projects” in which he highlighted the challenges people face while moving from one role to another within an organization, some common mistakes people make, and how to avoid those mistakes.

The chapter recognized the efforts of 35 speakers during the year 2010–11. It released the PM Footprints Card with which cardholders can register free for PM Footprints sessions during a specific validity period.

On 19 November, PMI Bangalore Chapter hosted the third annual session of PM Primer, an event aimed at creating awareness about project management as a career choice for



final year engineering and postgraduate management students. Close to 400 students attended the four-hour program that was inaugurated by Mr. Jayaram. Prof. S. Sadagopan, director, Indian Institute of Information Technology, Bangalore, delivered the inaugural address in which he highlighted the great projects executed in India. He called on the student community to conduct PM Primer on their own the next year.

The conference had two sessions: Mr. Anand Lokhande, program manager, Hewlett Packard, Bangalore, spoke about initiation and planning, and Mr. Subramanian Seetharaman, delivery project executive, IBM India, spoke about execution, monitoring, controlling, and closing.

The program was organized entirely by volunteers and managed by Mr. Murali Santhanam, secretary, Bangalore Chapter.



*Student delegates at PM Primer.*

## NORTH INDIA CHAPTER

### Promoting Volunteer Awareness

The PMI North India Chapter witnessed a busy December with an election underway for the posts of vice president – communications, vice president – membership, and vice president – programs. Mr. Piyush Govil has been elected unopposed for the position of vice president – communication, Mr. Amit Aggarwal has been elected vice president – programs, and Ms. Sarika Talwar as vice president – memberships.

The chapter conducted a volunteer awareness program on 7 December to promote voluntary activities among members. On 13 December, there was a panel discussion in collaboration with National Thermal Power Corporation (NTPC) that was attended by more than 70 delegates. Panelists Mr. A.K Shukla, deputy general manager (HR), NTPC

Power Management Institute; Mr. N. P. Singh, Information Systems – head (Northern Region), Indian Oil Corporation; Mr. Jayant Malhotra, vice president – Schlumberger; and Mr. Amit Chauhan, general manager – Process Excellence and Quality, Indus Tower, offered their perspectives on “Managing Risk Across Projects.”

The main speakers for the event were Dr. Vittal Anantatmula, associate professor, Western Carolina University and Mr. Shree Parthasarathy, senior director – Enterprise Risk Services, Deloitte. Dr. Anantatmula shared his experiences on project management from his tenure at Indian Oil and abroad. Mr. Parthasarathy spoke about the best practices within Deloitte on project health check.

## PUNE CHAPTER

### Learn and Share Events

The Pune Chapter held the Innovation and Operational Excellence Forum at the Institute of Industrial and Computer Management Research college campus. The event was held to provide a cross-industry learning experience to professionals who use innovative methods and achieve operational excellence using different tools/approaches at their workplace.

In November 2011, the chapter held an event, wherein Mr. Girish Kelkar, head – IT, Power Exchange India Ltd. and president, PMI Pune Chapter was the main speaker. Mr. Kelkar spoke on “Transformation from Individual Contributor to Manager of Others: A Perpetual Challenge.” In December, the chapter held an event on TRIZ, an inventive problem solving methodology. The event was led by Mr. Shree Phadnis, country deployment champion, SKF

India and chairman, TRIZ Association of Asia. The 88th monthly seminar was also held during that month, under the topic “Experience in Energy Monitoring and Automation.” Mr. Jagdish Naik, global leader, Remote Energy and Equipment Analytics, Honeywell Building Solutions, was the main speaker at the seminar.

The chapter also held an event, Mukta Samwaad, on leadership and project management that was cohosted by PMI and Chatur Knowledge Networking. Participants at the event were Mr. V.J. Rao, country head – HR, Suzlon; Ms. Sudha Canan, head, Wisdom Consulting and Mr. Girish Kelkar. The panelists shared their experiences as project managers/leaders on a specific project and their leadership challenges. The session concluded with an open house.



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