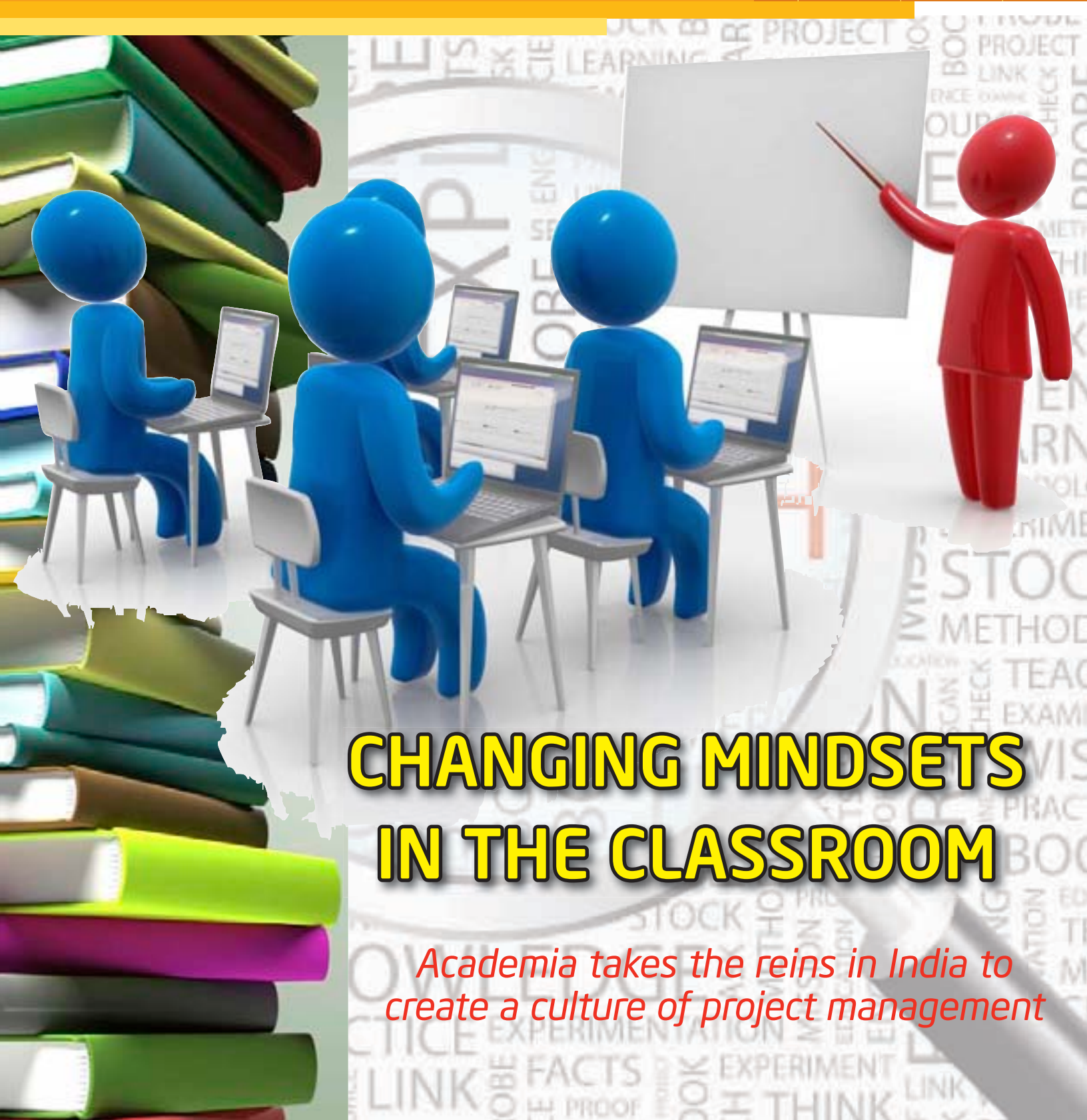# MANAGE India

CHANGING MINDSETS IN THE CLASSROOM

Academia takes the reins in India to create a culture of project management

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Mr. S. Krishnan, IAS, secretary (expenditure), finance, Government of Tamil Nadu, and former advisor to the World Bank delivering the chief guest's address at the Chennai Chapter conference in February. Guest of honor, Mr. Sumanth Tarigopula, country head, HP, is seen in the background.

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Letter from the
Managing Director, PMI India

Raj Kalady
Managing Director, PMI India

Dear Practitioners,

This year has begun on a wonderful note for us at PMI India. We have seen a slew of highly successful events being organized by PMI and the chapters across the country. We are also seeing significant progress for programs that we launched last year.

We held an item writing event in Chennai in February in which close to 100 subject matter experts (SMEs) from across India took part. The three-day workshop was part of a unique program that PMI runs to make examination questions relevant, current, and globally applicable. SMEs were invited to write questions (also called items) and review questions drawn up in such workshops elsewhere in the world. Our exam content team travels around the world for these workshops. This was the second time that project managers from India took part in this volunteer exercise.

Tamil Nadu conducted its first state conference on project management in Chennai. It was a well-attended conference with an exciting run-up of speakers and lively discussions. The chapter displayed excellent planning and execution skills and volunteer participation during the conference. We now look forward to Chennai Chapter hosting the PMI India National Conference. Please mark 28–30 September 2012 in your calendar for the national conference. We will keep updating you about the conference through our web site.

The PMI India Champion Program has added a new dimension to our initiatives to create awareness about project management in the country. Several volunteers have come forward to join the program and are helping us take our message to organizations across sectors. After the success in Bangalore and Chennai, we have now launched the program in Delhi. If you want to take part in the PMI India Champion Program or want to know more about it, refer to a report that we are carrying in this issue of *Manage India*.

PMI has launched a new initiative, the Volunteer Relationship Management System (VRMS). VRMS will give a boost to volunteerism. Volunteers, who are keen to provide PMI their services but do not know how to go about it or what opportunity to tap into, can now easily do so. You will find a detailed announcement on page 9.

I look forward to your continued support as volunteers and partners to spread the word of project management in the country. We have had an exciting journey so far, and I'm sure it will only get better in the months ahead.

Warm regards,

Raj Kalady
Managing Director, PMI India

Meeting Project Objectives Differently

BY ARVIND KUMAR

Mr. Arvind Kumar, chief project manager, Paradip Refinery Project, Indian Oil Corporation Ltd., New Delhi, on how visually impaired workers prove that barriers to human possibilities exist only in the mind

After having worked for over 22 years in Indian Oil Corporation Ltd. (IOCL) and handled projects of a varied nature, I believed that I had experienced all that a project manager would in his or her lifetime. But during a visit to a vendor's site in last December, I realized that there is no end to learning. The factory was managed entirely by visually impaired workers, and it was an amazing experience to see them apply basic project management principles to achieve excellence at work.

IOCL had placed an order for boiler components with Bharat Heavy Electricals Ltd. (BHEL) in Tiruchirapalli in Tamil Nadu for our Paradip Refinery Project in Orissa. BHEL had outsourced the manufacturing of certain parts of the boiler, such as pins and clamps, to the Organisation for Rehabilitation of the Blind (ORBIT) in Trichy. A visit to the ORBIT factory was interesting for me as a project management professional. I believe ORBIT sets an example for others in industrial pursuit to follow.

Mr. P.R. Pandi, president, ORBIT, who took me around the factory, is visually impaired like the rest of the employees. Though I was aware of special schools and institutions for the visually impaired, this was my first experience of a manufacturing facility being run completely by visually impaired people. Inside the ORBIT factory, workers went about their work in a well-coordinated and coherent manner. There were groups of workers segregating the raw material; feeding the raw material on cutting, shearing, and punching machines; collecting the final products; and packing them after quality checks. The entire manufacturing process was efficiently carried out, and the finished products met our quality standards.

Technical project management involves combining technical skills with a human touch. To meet project goals under difficult situations and with special constraints that may compromise performance, we need a strong motivated team of individuals. What I saw at ORBIT was a demonstration of that. Mr. Pandi, who took frequent rounds of the workshop to monitor progress and boost the morale of the workers, assumed the role of a "One Minute Manager" as professed by Mr. Kenneth Blanchard and Mr. Spencer Johnson. In their best-selling management book, *The One Minute Manager*, the writers laid emphasis on using one-minute goals, praises, and reprimands to bring out lasting benefits.

The interpersonal understanding and collective effort of these workers were exemplary and far better than what I have generally seen in workers on shop floors. Visual impairment did not seem to affect communication as they went about their work in perfect coordination with a calm mind and a steady hand.

A principle that worked at ORBIT is delegation with empowerment. Team

Mr. Arvind Kumar with ORBIT workers at the plant.

Visually impaired workers display team spirit and coordination at work.

problems were resolved with clarity of roles and an emphasis on team building. Workers were also encouraged to apply the principles of Total Productive Maintenance to enhance productivity.

For me, an enduring image of the factory is that of a worker running across the shop floor as if he could see what was ahead of him. The worker, who was assisting a welder, ran to the storeroom to fetch electrodes for the job. Later I learned that each worker had memorized the layout of the shop floor well and moved from one point to the other by counting steps. Such levels of coordination in a team come with sustained effort. At ORBIT, each worker gets extensive training for several months until he gains confidence to work on the machines.

leaders were empowered to take most of the operating decisions. They were also expected to resolve challenges by taking each other's help. Interpersonal conflict and other behavioral

I returned from ORBIT with the firm conviction that with such effort and passion going in for the Paradip Refinery Project, IOCL's dream project will soon be a reality. No textbook

can teach us how to imbibe the indomitable spirit that these workers have displayed when faced with such challenges imposed on them by nature. But then that is the very spirit of project management. Learn from the experiences of others and make learning a continuous process through our lives. Poet H.W. Longfellow said it aptly in his poem "A Psalm of Life."

"Not enjoyment and not sorrow,
Is our destined end or way;
But to act, that each tomorrow
Find us farther than today.

Let us, then, be up and doing,
With a heart for any fate;
Still achieving, still pursuing,
Learn to labor and to wait."

(Mr. Arvind Kumar has worked for different refinery units at IOCL in design and engineering and in project management. He has successfully executed and commissioned various greenfield and revamp projects of oil refineries.)

PMI INDIA CHAMPION PROGRAM

Responding to Needs of the Industry

PMI India has put significant focus to promote a career road map for practitioners in certain sectors in India. Awareness about PMI is slowly growing in other industries as well. The IT services industries is a strong supporter of PMI India initiatives and has turned out many project management champions, stakeholders, and leaders. In other industries, PMI India's growth has been limited. In both IT and non-IT industries, there is a strong need for PMI to empower and engage the practitioner community. Practitioners are yet to fully utilize the wide range of benefits that PMI membership offers. Significant gaps exist between what the industry needs and what practitioners can offer. Structured support to address these gaps is missing in the market. PMI India aims to create awareness about project management education across industries and help professionals gain sufficient knowledge in industry standards in project management. It would help practitioners to advance their careers and benefit the organizations they work for.

About the Program

PMI has a strong volunteer community. Practitioners are the backbone of the Institute and help to create awareness, fuel

the ambition of individuals, and demonstrate organizational profitability through project management. PMI India has engaged with practitioners through the program, PMI India Champion, to raise the awareness level of profession and promote the benefits of project management in their organization. The Champions, who have direct access to the PMI India team, are the single point of contact for the organization for any PMI-related matter. They also assist in sharing industry best practices on project management with other Champions or team members within their organization and help provide information regarding PMI credentials. Under the leadership of PMI India, this one-of-a-kind program was launched in Chennai and Bangalore in June 2011 and has shown significant success.

Vision Statement

To be PMI's leading program for advocacy of the project management profession in India.

Mission Statement

To create, mature, and sustain a collaborative and scalable model for the advocacy program by partnering with the

community to promote the profession of project management.

Launch in North India

After the success of the first phase of the Champion Program, PMI India launched it in New Delhi on 25 January 2012. Mr. Raj Kalady, managing director, PMI India; Mr. Manoj Gupta, PMP, president, PMI North India Chapter; and Mr. Ketharinath Kamalanathan, PMP, chairperson, Champion Advisory Committee, provided a brief on the program objectives to the Champions at the launch.

Passionate project management professionals from organizations like Microsoft, TCIL, Jaipur Development Authority, Schlumberger, IBM-India, Samsung Engineering, Syngene International Ltd., and Sistema Shyam Teleservices Limited (MTS India) were among the PMI India Champions who attended the launch.

CHAMPION ADVISORY COMMITTEE MEMBERS				
Sr. No.	Name	Company	Position	City
1	Arvind Arya	Jaipur Development Authority	Superintending Engineer	Jaipur
2	Ashok Chawla	Tata Consultancy Services	Consultant	Mumbai
3	Bhavin Shukla	Tata Consultancy Services	Engagement Manager	Mumbai
4	Ganesh Puthucode	Virtusa India Pvt Ltd.	Associate Director	Chennai
5	Ketharinath Kamalanathan	Microsoft Services Global Delivery	Engagement Manager, Microsoft Consulting Services (MCS) India	Chennai
6	Shagufta Inamdar	Wipro	Learning Consulting Head with Talent Transformation	Bangalore
7	Vimal Wakhlu	TCIL	Chairman and Managing Director	New Delhi
8	Vivek Sonar	ASIA Motor Works Ltd.	Head, Program Management (Senior General Manager, R&D)	Navi Mumbai
PMI INDIA CHAMPIONS				
Sr. No.	Name	Company	Position	City
1	Abhishek Mittal	Syngene International Ltd.	Manager – R&D Operations and Project Management	Bangalore
2	Anand Kumar	Hewlett-Packard	Program Manager	Bangalore
3	Krishnasamy Sampathkumar	Hewlett-Packard	Project Manager	Bangalore
4	Praveen Jangira	Hewlett-Packard	Global GSC Program Manager	Bangalore
5	Sandeep Vats	Hewlett-Packard	Program Manager	Bangalore
6	Vinay Kumar Agarwal	Ericsson, Noida	Project Manager	Ghaziabad
7	Rahul Agrawal	SLK Software Services Pvt. Ltd.	Program Manager	Bangalore
8	C.S. Jaikrishna	Cognizant Technology Solutions	Senior Associate	Chennai
9	Raghavan Sundarararajan	HCL Technologies Ltd.	Global Operations Director	Chennai
10	R.P.V. Prasad	J M Baxi & Co.	Sr. General Manager	Chennai
11	Sai Prasad, Baba Subramanyan	Cognizant Technology Solutions	Manager – Learning & Development	Chennai
12	Venkatasubramanian Sivakumar	Foster Wheeler India Private Ltd.	Manager - Engineering Management	Chennai
13	Visukumar Gopal	Syntel Ltd.	Practice Manager – CEO's Office	Chennai
14	Jacob Zachariah	State Bank of India	Chief Manager (Systems)	Mumbai
15	Lakshmi Kant Shukla	Tata Communications Ltd.	Senior Manager-Infra Projects	Mumbai
16	Jayant Malhotra	Schlumberger	VP and Global Account Director	Gurgaon
17	Chetan Mathur	Sistema Shyam Teleservices Limited (MTS India)	Assistant Director – IT	Gurgaon
18	Kumar Saurabh	Samsung Engineering	Senior Manager – Project Management	Noida
19	Shalini Bhargava	IBM-India	Technology Consultant	Noida

Changing Mindsets in the Classroom

Academia takes the reins in India to create a culture of project management

BY ARADHANA PATI MOHAPATRA

As countries around the world face troubled economic times, there is renewed focus on controlling costs and delivering on expectations. To ensure project success, organizations realize the importance of employing managers with project management expertise. A similar trend is visible in India. However, the country is far behind in terms of the number of skilled project managers that it produces as compared to the demand. The time has come for professional organizations like PMI to bring together the government, academia, and industry to work toward addressing this gap.

PMI India's first Research and Academic Conference on Project Management was held on 9 and 10 December 2011 in Pune. The event was hosted by NICMAR (National Institute of Construction Management and Research) which offers many project management-related courses as a part of its curriculum.

As a long-term initiative to build a strong foundation of project management education in the country, PMI India set up the Academic Advisory Group (AAG) in 2009. The concerted efforts of PMI AAG, which consists of academicians from premier educational institutes from across the country, have shown results. Awareness about the need to introduce project management in the curriculum is growing among those in the policy-making, engineering, and other technical institutes. If it were to reach the maturity levels of fast developing countries like China, it still has a lot of ground to cover.

A study conducted by NICMAR for PMI India in 2010 found that the current state of project management education in India was "below par" when compared with existing global standards. The study revealed that unlike China, which started laying the foundation for project management education in the 1990s, efforts to promote project management education in a structured mode in India have only just begun. The NICMAR study concludes that in India there is a disinclination of academic institutions to introduce and attract students to project management. This has resulted in managers entering project-based companies with little or no prior orientation of project requirements.

Project Management as a Profession: India and Abroad

In 2008, a global survey of senior executives conducted by the Economist Intelligence Unit identified project management as the single most important management skill. Based on a study by McKinsey in 2010, nearly 60 percent of senior executives believed that building a strong project management discipline is one of the top three priorities for their companies as they look to the future. In India, though the awareness in industry is also growing with the number of certified project professionals increasing with each passing year, project management education at the university level is still stagnant.

Dr. Mangesh G. Korgaonker, director general, NICMAR, and chairperson, PMI AAG, shared some research findings that revealed steps taken by other countries to promote project management education. "From 10 project management degree programs across universities in USA and Europe in 1994, the number jumped to 185 such programs by 2006. By 2010, China made project management certification mandatory in many sectors. This provided a push for project management education in the country," Dr. Korgaonker said. To meet this new demand, 103 institutes in China have redesigned their masters of engineering curriculum to focus on project management. India is far behind in this aspect.

Dr. M. Rammohan Rao
Professor and Dean Emeritus,
Indian School of Business & member, AAG

"Universities in India are not giving importance to project management. It could be because of a misconception that there isn't a unified body of knowledge to build a curriculum or simply a lack of understanding of its growing demand in the industry."

He added that there are 65 accredited project management degree programs in 25 institutes around the world, whereas India has none.

Project management is not yet viewed as a vital profession in India, leading to the lack of project management degree programs in universities. Dr. M. Rammohan Rao, professor and dean emeritus, Indian School of Business, Hyderabad, and, member, AAG, said, "Universities in India are not giving importance to project management. It could be because of a misconception that there isn't a unified body of knowledge to build a curriculum or simply a lack of understanding of its growing demand in the industry."

Though the industry seeks graduates with project management skills, students are not well informed about the rising demand. Dr. Anil Sawhney, professor, department of civil engineering, Indian Institute of Technology, Delhi, and, member, AAG, said, "The demand for project management among the student population is low because of lack of awareness and fewer educational opportunities for our students entering Indian colleges and universities."

A Change in Vision Is Needed

According to Dr. Korgaonker, Indian educational institutes must have the vision to develop project management as a profession. But where will the spark come from to change existing mind-sets—the government, industry, or academia? "We need focused and large-scale efforts to see change; this has to start at the national level. Central government agencies that regulate major educational institutes need to push for a project management curriculum. Once these institutes make the change, the others across the country will follow," he added.

Dr. Sawhney also believes that change needs to begin at the top. "Educational institutes of national repute can begin as centers of excellence with the support of government and industry. A tripartite of academia, government, and industry is needed to attain project management success."

NICMAR recently conducted a study for PMI to draw out the benefits of project management education. Participants in the study included executives, educational institutes, project management organizations, and human resources groups from various industries in India. The study estab-

Dr. Mangesh G. Korgaonker
Director General, NICMAR & chairperson, AAG

"We need focused and largescale efforts to see change; this has to start at the national level. Central government agencies that regulate major educational institutes need to push for a project management curriculum. Once these institutes make the change, the others across the country will follow."

lished the need for project management training and the tangible benefits of such training for the organization. A large majority of the study participants believed that project management education would increase the employability of graduates in the country.

But what about qualified faculty to impart project management education? Dr. Korgaonker said, "We need faculty in large numbers dedicated to teaching project management. We need to provide stimulation at the national level for educational entrepreneurs to create degree programs."

Dr. Sawhney believes that creating more doctoral programs in project management would also help in this effort. "Not many students are engaging in PhD programs relevant to project management. This keeps the faculty pipeline for future project management programs dry," he added.

Dr. Anil Sawhney, Professor
Department of Civil Engineering, Indian Institute of Technology, Delhi & member, AAG

"Educational institutes of national repute can begin as 'centers of excellence' with the support of government and industry. A tripartite of academia, government and industry is needed to attain project management success."

PMI AAG: A Beacon for Project Management Education

Project management education can help close the gap between the rising demand for project managers and a steady supply. The country needs organizations that can provide a forum for academia and industry to come together to discuss the challenges and work toward bridging the gap. Such a forum is the PMI AAG.

AAG is an advisory group of senior academicians from premier educational institutes across India that gives direction to PMI India on ways to promote project management education in the country. Formed in 2009, AAG has been instrumental in developing a curriculum for project management education. On AAG's recommendation, PMI India has instituted awards to recognize academicians who promote project management. It has also been a strong force behind the success of PMI India's first Research and Academic Conference.

Project success is critical for a country like India that has set high targets for economic and social development. A vast pool of trained project managers can put the country on the fast track toward growth. Dr. Sawhney believes a three-pronged approach—research, education and training, and consulting—can provide the much-needed momentum to build a project management culture in India. Academicians will play an important role in this transformation.

Announcement:

New Volunteer Relationship Management System (VRMS) Launched

Get Involved in Your Profession

Project management isn't just about projects—it's about people too, which is why it's important to get involved within your profession. Project Management Institute (PMI) offers you many opportunities to do just that. You can:

- showcase your expertise as a community of practice council member
- organize a chapter event in your local city
- help write the questions for PMI® certification exams
- contribute to the standards read by projects managers all around the world
- be a voice of the profession in one of PMI's member advisory groups

How Can You Get Involved?

Do any of these volunteer opportunities sound interesting to you? If so, we have made it even easier for you to express your interest in volunteering. PMI recently launched the Volunteer Relationship Management System (VRMS), a searchable, centralized, and integrated volunteer database that allows you to search and apply for volunteer opportunities that match your interests. Follow these easy instructions on accessing the VRMS and getting started as a PMI volunteer:

1. Log on to VRMS (http://vrms.pmi.org)
2. Establish your volunteer profile to help match your skills better for appropriate volunteer opportunities
3. Search and apply for opportunities that meet your interests
4. Come back regularly to update your volunteer profile and search for volunteer opportunities—new opportunities are posted regularly

If you have questions regarding PMI's new VRMS or other volunteer programs and services, please contact PMI's Volunteer Programs and Services Department at volunteer@pmi.org.

Break away from your project and reap the personal and professional rewards that come when you get involved with PMI. Volunteering is an excellent way to expand your professional network, collaborate with your peers, and increase your skills and qualifications as a leader.

Good things happen when you get involved with PMI!

In addition to being a valuable tool for you as a prospective volunteer, VRMS offers capabilities to our chapters and communities of practice who wish to use the VRMS to support volunteer activities in their communities.

If you are a chapter or community of practice leader who is interested in using the VRMS to recruit volunteers for your community, please e-mail volunteer@pmi.org

ARICENT GROUP WINS PMI AWARD

Aricent Group, a global innovation and technology services company, was the recipient of the PMI Continuing Professional Education Provider of the Year Award. Aricent, a PMI Registered Education Practitioner (R.E.P.), won the global award for its Project Management Competency Development Program that aims to develop high performance project managers who can efficiently manage projects to achieve project objectives.

The PMI Continuing Professional Education Provider of the Year Award recognizes and honors exceptional skills in the delivery and implementation of a professional development program in project management. A company, government body, association, individual, business entity, or academic institute responsible for the delivery of such a program is eligible for the award.
For more information on this award, visit http://www.pmi.org/About-Us/Our-Professional-Awards/Professional-Development-Provider.aspx

Creating an Effective Project Execution Team

BY KARTHIKEYAN KUTHALINGAM, PMP

A strong strategic team initiates the project, and a strong project management team plans the project. Are these enough to make the project successful? No. What is one of the most important ingredients to make a project successful? The answer is an effective project execution team. But how do we form an effective project execution team?

Identify Leaders and Upcoming Leaders

It needs leaders to successfully execute a strategy. Understand the behavioral characteristics of the team, and identify present leaders and potential leaders. By creating a second rung of leaders, you can avoid disruption even if there is any movement in the current leadership.

Empowerment is a fine way to show your trust on leaders. Give them the power and they will make wonders. Make sure the team does not expect the project management team to make day-to-day decisions. Give them the authority to plan and implement those decisions, so that the leaders can concentrate on strategic areas. Communicate to the leaders what their powers are so that there is no ambiguity. Leaders will then take charge of the project and accept accountability.

Transform Given Team to Required Team

Given the current attrition levels in the market, it is difficult to get the right resources. It is important to transform the team you are given to what is ideal for the project, i.e., the required team. Considering all the roles and the technical, functional, and behavioral capabilities, prepare a required skill matrix for the project. Assess the given team against the required skill matrix and identify the improvement requirements. Provide training for soft and hard skills development, and reassess how the given team now fares against the required skill matrix. Make this a continual exercise.

Be Open to Feedback

The project management team should be open to feedback from the team and vice versa. Ask the team if they want to make changes in the project execution. There should be a formal process of receiving team feedback. If the project manager disagrees with the team, he/she should help them understand the reasons for it. The project manager should give feedback to the team through formal and informal channels. When the project manager has negative feedback for a team member, it must be communicated during a one-to-one session.

Understand and Categorize the Team

Not all team members have the same technical and behavioral capabilities. Invest time to analyze team members, and categorize them accordingly. The below-listed categories will help you allocate resources well:

- **Quick learners:** Identify people who are quick to learn new or complex concepts and assign them complicated domain or technical area.
- **High achievers:** Identify people who like to take up challenges and assign them complex tasks that they will carry out with perfection.
- **Willing to go the extra mile:** Identify people who like to show more initiative to perform extra for the project. They will help you when you have too many tasks and too few people.
- **Good field workers:** Identify people who are good in execution and utilize them on project tasks that are on a critical path.
- **Good documenters:** Identify people who have extensive documentation and report preparation capabilities for report and documentation activities.

Finally, the project manager should support and stand by the team in hours of crisis. A manager who backs up the team will get support from the team when he/she needs it the most. The right team can successfully execute the best strategy. Invest time to understand your team, and the results will show on the project outcome.

(Mr. Karthikeyan Kuthalingam, PMP, works as a principal consultant in Oracle Financial Services Software Limited, Bangalore. He has seven years of experience in the software industry, mainly in software testing. He has experience in managing a large test delivery team spanning multiple locations. Moreover, he has been involved in test process improvement consulting engagement for various clients.)

Item Writing in Chennai

PMI India held an item-writing workshop in Chennai from 9 to 11 February, in which close to 100 subject matter experts (SMEs), who are PMP®-certified practitioners from across India, took part. This is the second time that practitioners from India have had an opportunity to contribute to this unique volunteer event.

PMI holds item-writing events in cities around the world where certified practitioners work with the PMI examination content development team to draw items (questions) for its certification examinations. This exercise helps PMI ensure that the questions at the examinations are relevant, current, and globally applicable.

Mr. Victor Carter-Bey speaking about the benefits of associating with PMI.

Mr. Raj Kalady addressing volunteers at the item-writing workshop.

The event began after a welcome address by Mr. Raj Kalady, managing director, PMI India, who spoke about various PMI India initiatives, tie-ups, and events. He also highlighted the key volunteering opportunities through which practitioners can contribute to the project management community.

Mr. Karthik Ramamurthy, president, PMI Chennai Chapter, spoke about the Tamil Nadu Project Management Conference in February that was a precursor to the PMI India Project Management National Conference to be held in Chennai in September 2012.

Ms. Nathalie Collautt, examination content supervisor, PMI, provided the overall agenda for the next two days of the item-writing event. Mr. Victor Carter-Bey, manager, PMI Certifications, spoke about certifications and their benefits, the growth story of PMI, highlights of various research studies, and the value of PMI membership. The evening culminated with a reception and networking dinner for the workshop attendees.

The next two days were dedicated to the exam development workshop. SMEs in groups of three worked on a set of questions that was later reviewed by members from the other groups. They also peer-reviewed questions set at previous item-writing sessions.

Volunteers from different parts of India participated in the event. Kailash C., Gurgaon-based director in a technology giant, enjoyed the experience. "It was a great networking event. The event was conceptualized and executed in a highly professional manner and brought a pool of very talented SMEs with diverse skill sets, experiences, and age groups. Moreover, it quelled my perception that PMP item writing was done by a selected set of SMEs from academia or industry. I now appreciate the fact that item writing is a rigorous process with a regular review mechanism that incorporates inputs from multiple geographies with diverse skill sets and domain knowledge."

Another volunteer, Srinath B., Hyderabad-based director in a technology giant, said, "It was a very well-organized session in which PMI tapped into the knowledge and expertise of a diverse group. It was a great opportunity for networking and furthered the cause of project management."

Sanjay R., a project manager from Hyderabad, is delighted to have participated in the event. "It initially seemed easy but over time I understood that preparing for exam was an easier task than preparing items for an exam. The three days I spent in Chennai was worth the effort. I'm grateful to be a PMI volunteer. Being a practitioner means not only applying project management knowledge at work but also sharing experiences with other colleagues, while developing and mastering your skills in a friendly environment."

(PMI keeps the identity of volunteers who participate in item writing confidential. Names of volunteers that appear in the article have been changed.)

PMI CHENNAI CHAPTER

Tamil Nadu Conference: Stimulating, Innovative

"Innovative Project Management for Competitive Advantage" was the thought-provoking theme for PMI Chennai Chapter conference held on 18 and 19 February. With over 420 delegates from more than 135 organizations across industry segments, the conference was an unqualified success. With an overwhelming majority of ratings on all parameters being 9 or 10 on a scale of 0–10, delegate satisfaction was high.

The conference featured keynote addresses, case studies on project success, panel discussions, and a debate on the topic "Who Uses Project Management Best Practices Most Effectively – Core Industries or IT?" Mr. V. Srinivasa Rao, senior vice president, Mahindra Satyam, moderated the session. What followed was a lively discussion with representatives from Larsen & Toubro, Saipem, and Automotive Infotronics on one side and Microsoft, IBM, and TCS on the other.

Chief guests for the event were Mr. S. Krishnan, IAS, secretary – Expenditure, Government of Tamil Nadu, and Mr. Sukumar Rajagopal, senior vice president, chief technology officer & head of innovation, Cognizant Technology Solutions. Guests of honor included Mr. Sumant Tarigopula, country head, BAS India, Hewlett Packard; Mr. L. Sabaretnam, director, Chennai Petroleum Corporation & India Cements Group; Mr. N. K. Kumar, chief general manager, Project-Finance, Chennai Metro Rail; and Mr. Shankar Krishnamoorthy, chief technology officer, Aspire Systems. Mr. Raj Kalady, managing director, PMI India, spoke on "PMI's Unique Opportunities for Project Managers' Advancement."

Mr. Arvind Talekar, secretary, Nutan Mumbai Tiffin Suppliers Association (Mumbai Dabbawallahs), gave an inspiring speech stressing the importance of planning in achieving faultless execution and emphasizing the importance of simplifying processes.

Dr. Christian Neumann, chief technology officer, Automotive Infotronics, was an international speaker who highlighted the importance of leveraging geographic advantages in a globally distributed model to attain best results.

In all, 35 speakers representing a broad spectrum of industries shared their knowledge with delegates. Speakers represented industries such as information technology, communications, mobility, construction, consulting, banking, government, oil & natural gas, education, and the public sector.

There were two parallel tracks on the second day on "Incorporating Innovation in Project Management" and "Achieving Competitive Advantage through Project

PMI officials, Chennai Chapter board members, and conference volunteers.

Management." The case studies presented in the conference demonstrated the vital role of project management best practices in achieving project success.

The conference saw several innovations. The Big Debate was a newly introduced discussion format. A "go green" initiative through the use of Quick Response (QR) codes mobile application allowed delegates to download each other's business card details instead of exchanging paper business cards. The active use of social media in conference marketing allowed members of the community—who were not able to attend—to be "virtually present" through live blogging by using Facebook, Twitter, FourSquare, and CoverITLive.

The chapter made very effective use of tools, including full-fledged WBS, RACI charts, effective Risk Management, and detailed Lessons Learned sessions.

The conference had a team of 31 volunteers, of which 11 were first-timers. Buoyed by this success, the team now eagerly looks forward to working together again for the PMI India National Conference in Chennai in September 2012.

NORTH INDIA CHAPTER

Wide Variety of Events

Three successful events marked the past few months' calendar of the PMI North India Chapter.

Mr. Amit Aggarwal speaking at Samveg.

On 19 November 2011, International Management Institute (IMI), New Delhi, held its annual one-day summit, Samveg, with the theme "Excellence in Project Management – an Indian Experience." PMI North India Chapter board members were invited to address the students. Mr. Amit Aggarwal, vice president – Programs, North India Chapter presented a session on the growing importance of project management to address the skills and talent shortfall in the market today. Around 300 students from IMI and other business schools in and around Delhi attended the summit.

On 8 February, a one-day event, "Project Management – Infrastructure and Information Technology," was held in collaboration with the Employee State Insurance Corporation (ESIC). An inaugural address by Mr. C. S. Kedar, director general, ESIC followed by a welcome address by Mr. M. K. Arya, joint director, National Training Academy, ESIC) kicked off the event. Mr. Manoj Gupta, president, North India Chapter, addressed the audience of around 150. Mr. Jose Cherian, commissioner, National Training Academy, ESIC, delivered the keynote address. Mr. Maninder Bharadwaj, director, Enterprise Risk Services, Deloitte, shared a presentation titled "Effective Risk Management." Prof. Mukul G. Asher, professor, Public Policy, National University of Singapore, presented on "Public-Private Partnerships: Analytical Concepts and International Experiences."

There were two parallel tracks at the event: one on IT and the other on infrastructure. There were presentations by Ms. Suchitra Singh, AVP – PMO; Mr. R. K. Gupta, retd. deputy director general, National Informatics Centre; and Mr. S. K. Garg, commissioner, Systems, ESIC. The infrastructure track had presentations by Mr. J. Sarup, construction consultant, and Dr. Vanita Ahuja, assistant professor, School of Architecture and Built Environment, Gautam Budha University, Greater Noida.

On 15 February 2012, the chapter organized an event on agile practices in project management, under the title of "Project Management and Agile: Evolution of Agile within PM Community," in collaboration with the United Health Group (UHG) in Gurgaon. Mr. Manoj Gupta, chapter president, inaugurated the event. Ms. Priya Sethuraman, product manager – Credentials at PMI, and Mr. Rory McCorkle presented on "PM and Agile: Evolution of Agile within PM Community – Details about PMI Products and Certifications." The event featured case studies by United Health Group (UHG) officials Mr. Pradeep Gupta, project manager, UHG, and Mr. Siddharth Prabudas, senior project manager, UHG.

PMI North India Chapter board members and guest presenters at the United Health Group event.

HYDERABAD PEARL CITY CHAPTER

Celebrating a 10-Year Journey

The Hyderabad PMI Pearl City Chapter (PMIPCC) has spent the past few months gearing up to commemorate its 10-year journey and prepare for the 2012 conference. The conference on "Project Management – A Catalyst in Economic Growth" will be held on 13 and 14 April in Hyderabad and mark the chapter's 10th-year celebration.

Conference organizers are committed to bring in eminent leaders and speakers from various industries, academia, and the government to address an estimated 1,200 participants. Focused discussions and deliberations around best practices, success stories, challenges, and upcoming trends will take place during the conference. The chapter conducted its first volunteer meet for the conference in February to seek the involvement of members for the big event.

In January, PMIPCC released its quarterly newsletter, *Spandana*, with the theme "Facets of Program Management and Program Management Office – Misconceptions, Challenges and Realities."

On 21 January, the chapter organized a one-day workshop, titled "Steering Project Success – What More is Possible?" by Mr. Madhavan S. Rao, CEO and Founder, Assurance Consulting. In addition, the chapter successfully conducted a program for engineering students titled "Transitioning from Campus to Corporate." PMIPCC has also completed the Hindi translation for its Student Leadership Competency Building for module 1, a leadership competency-building tool for students in the 12–22 age group. The module is also available in English and Telugu.

School students taking a pledge during the International Student Leadership Day.

On 3 February, PMIPCC volunteers organized a pledge-taking event to mark the International Student Leadership Day across educational institutes in Andhra Pradesh.

A members' networking meeting was held on 16 February in which Mr. Ravi Iyer, principal, The Davis Group, a seasoned expert on project management practices, spoke on "Modern Day Project Management in the Marketplace" in an interactive session. Mr. Rory McCorkle, product manager – credentials, PMI, provided insights into PMI certifications.

PMI Hyderabad Chapter board members and guest speakers at a members' networking meeting.

PUNE-DECCAN CHAPTER

A Full February

On 5 February, the chapter held its annual national conference, OnTarget 2012, with the theme "Effective Project Management – a Critical Social Need." Over 150 practicing project managers, senior management personnel, professionals, entrepreneurs, and academicians from various industries and regions attended the conference. In addi-

Dr P. C. Shejawalkar (center) presenting the Lifetime Achievement Awards during OnTarget 2012.

tion, over 1,730 registered participants and over 1,000 non-registered visitors participated through the online, global webcasting option. The chapter also received participants' feedback and queries through social media sites, such as Twitter and Facebook. This innovative forum highlighted the increasing and successful usage of web and virtual collaboration technologies in order to reach out to larger audience across the world.

Another highlight was the Lifetime Achievement Awards for outstanding contributions. The award recipients were Ms. Anu Aga, director, Thermax Group; Dr. Vasant Tamhankar, former director, Jnana Prabodhini; and Mr. Suresh Shirke, secretary-general, Water and Land Management Institute and former secretary, Government of Maharashtra. Dr. P. C. Shejawalkar, a pioneer in the field of management education, presented the awards.

On 3 February, the chapter observed International Student Leadership Day with "Gyan Lahiri" held at the "One Earth" campus of the wind energy company, Suzlon. The chapter dedicated the day to ignite a spark of leadership in students to pre-

pare them for leadership roles in industry, society, and the nation tomorrow. Around 450 students from 12 Pune schools attended the interactive event.

Mr. Girish Kadam, vice president, International Outreach, PMI Deccan-India Chapter, introduced the aim of "Gyan Lahiri," followed by an address by Param Vir Chakra Medal winner, General B. T. Pandit. Ms. Anu Aga, director, Thermax Group, and Dr. Anuradha Sharshbudhe, director, ChildLine, spoke about their organizations' social outreach programs. An interesting discussion on understanding teenagers and stress management among youngsters was directed by Mr. Harish Honward, vice president, New Initiatives, PMI Pune-Deccan Chapter.

On 11 February, the chapter held "Udaan 2012," an event for MBA students to creatively contribute to business and society. In this competition, students were encouraged to identify a real-world problem and recommend innovative solutions for it. "Udaan 2012" is a precursor to the mega event, "On Campus 2012," an annual PMI event for students, academicians, and professionals. "On Campus 2012" took place on February 19 where students, teachers, and other professionals from the education industry focused on project management best practices.

The chapter organized a daylong conference on the techniques of Neuro-Linguistic Programming and Huna on 11 February. Professionals from different organizations, students, and teachers from Pune participated in the program.

Students of Mahadji Shinde School of Pune Cantonment Board performing a dance at Gyan Lahiri.

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