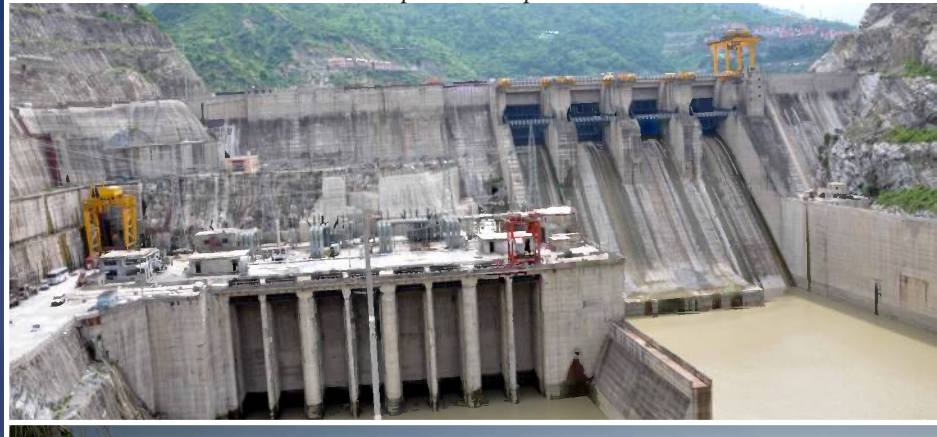


MANAGE India



Solar Park, Gujarat Power Corporation Limited

Koteshwar Hydro Electric Project, Tehri Hydro Development Corporation



Dell ICC Expansion, Sriperumbudur Industrial Belt, Tamil Nadu, C B Richard Ellis



Mahakavi Bharathiar Higher Secondary School, Sevalaya

*Manage India features the PMI India
Best Project of the Year 2012 awardees*



The right motivation and work environment ensured the Koteswar Hydro Electric Project in the Tehri Hydro Complex in Uttarakhand completed on time.

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Letter from the Managing Director, PMI India



Raj Kalady
Managing Director, PMI India

Dear Practitioners,

We are almost at the end of an exciting and eventful year—a year that brought the leadership of the world's two largest economies into focus, besides many other major geo-political developments around the world. While the U.S. sees a continuity of its leadership for the next four years and China has gone in for its once-in-a-decade leadership change, the challenges for both are mounting. These leaders will have to wear their project manager's hat and steer their country out of the present economic crisis. U.S. president, Mr. Barack Obama, and newly appointed Chinese leader, Mr. Xi Jinping, will be heading the world's most challenging projects of reviving the economy and maintaining high growth, respectively.

In keeping with our belief that a successful project manager needs to appreciate global trends and apply them to practice, PMI India conducted a first-of-its-kind study tour to China in November. The study tour for senior executives from Indian public sector organizations was organized in association with the Infrastructure and Project Monitoring Division of the Ministry of Statistics and Programme Implementation, Government of India. During the week-long tour, delegates visited several top energy companies in China and gleaned insights on their project management practices.

Last month, PMI India and the Confederation of Indian Industry (CII) jointly organized the third annual conference on project management. The conference on, "Project Management: Doing More with Less," attracted large participation from CII members from across industries.

We had two highly successful annual chapter conferences in November and December. The PMI West Bengal Chapter conference, Aviskar 2012, in November-end showcased

the growing awareness of project management in east India. The region is poised for rapid progress with several large government projects coming up in these states. The conference gave an opportunity for practitioners across industries, government, academia, and social sectors to connect, collaborate, and integrate on the emerging trends in project management.

PM Conclave, the PMI Mumbai Chapter conference, this month was on "Delivery Business Results through Agility" and was a big success. We launched a new feature this time. We felicitated for the first time six members who have completed more than 10 years as chapter members. This will now become a regular feature in all annual chapter conferences.

Registration is now open for the Research & Academic Conference 2013 in Chennai. You will get more details about the conference on <http://www.pmi.org.in/rac2013/>

I thank you for your continued support and involvement in our various programs through the year. Looking forward to a wonderful year ahead. Happy New Year!

Warm 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



Answers to many of our social problems lie in imaginative thinking and collective action. Alexei Levene, managing trustee, Innovation experience (iX), talks about what social groups and individuals can do without relying too much on the government

Wherever you travel in the world and speak with locals, you are likely to hear about similar social problems. You commonly hear complaints about rising energy and petrol costs, ineffective management of waste, an education system that is highly competitive and does not equip youth with the tools for success, lack of jobs, lack of civic consciousness, and so on. The list is long and the challenges often follow a similar pattern that you are familiar with.

Traditionally, many countries have looked to their politicians for solutions with the belief that societal development must be within the political sphere. In many cases, this is valid. Governments of countries such

The Imperative of Social Innovation

BY ALEXEI LEVENE

as Estonia, Singapore, Switzerland, and Ireland have been highly effective at creating conditions for societal, and to a degree, environmental benefit. What these nations share, aside from being compact, is that they understand that the best way to develop conditions for societal development is not to act as a sole agent but to rather engage entrepreneurs, create conditions for a thriving economy, and encourage individuals and communities to adopt progressive behaviors. The government in this scenario has a vision and creates conditions for engaging stakeholders in seeing this vision through. The vision articulates clear benefits to citizens and businesses. They also establish a clear linkage with factors such as the promotion of inward investment, premium tourism, and a higher quality of life.

But in the world today, should we rely on governments alone to solve our social challenges? Solving challenges suggests bringing us closer to an unnamed status quo, but what about pioneering new ideas that raise the bar even higher? Even moderately effective governments set out incremental goals that often lack real vision and represent more of an ad hoc solution. The UK, which has signed up to the Kyoto Protocol, the United Nations Framework Convention on Climate Change that puts an obligation on industrialized countries to reduce their emissions of greenhouse gases, has set so-called “ambitious” targets of increasing renewable energy usage by around 30 percent by 2020. Some say that this is too lofty a goal as wind and solar power are intermittent and unreliable, and they cost too much. The myths surrounding renewable energy are many and

whilst there is some truth to these, we must separate fact from fiction. The U.S. Department of Energy reported in 2011 that the whole of USA could be powered by solar energy by using only 17 sq km of land in each state. A recent report by Boston Consulting placed solar PV as being on cost parity with black coal. This does not take into account the environmental cost of black coal.

So while politicians offer incremental solutions at best and inaction or poor decisions at worst, what is the role of social innovation in developing our planet and societies? Social innovation or new ideas that help and do not harm begins with an examination of the very essence of a social challenge. In the example of the UK energy strategy, a standard approach says to incrementally introduce renewable energy into the mix. This strategy retains certain entrenched assumptions and conveniently ignores some weighty considerations. Do we really need a grid? What if each building was a net producer of energy? Have we factored in the true cost of ownership? What about the merit order effect, transmission loss or the net carbon impact? What about efficiency of energy use? What if houses were able to automatically learn best practices from each other?

At our organization, Innovation eXperience, we are seeking to tackle these systemic challenges head-on through innovative, impactful, and fun interventions that can be scaled up. Take for example our solar reading lamp workshops, which we have been conducting in Kerala and Tamil Nadu. In these workshops, students learn the practical techniques of cre-

ating their own solar reading lamp from the circuit board up. Not only do the students gain practical knowledge but also if one lakh students turned off their fluorescent lights during study time, this would represent between 5MW and 8MW saving of energy. It is a deceptively simple solution to tackle energy issues, with empowered youth leading the charge.

We also draw on our team's previous expertise in corporate strategy and innovation, and are rolling out 1 and 2 day creativity workshops for low income youth in Kerala, equipping them with exactly the same tools that Fortune 100 executives get trained in. Innovation is a buzzword these days. By being able to master the discipline of imagination, participants earn a huge edge in an employment market that values divergent thinking. At the same time, we have developed a one-year innovation curriculum that we are trying to roll out in Kerala. We would now like to roll it out nationally.

Social innovation is about a mindset that seeks to re-imagine and then implement new ideas. As a starting point, we need to ask what tools we have and need, both individually and collectively. Given that in most countries we are constantly being taught to conform -- if we don't "do it right", we fail our exams or lose our jobs -- how do we then develop a mindset for invention? For would-be social innovators out there, here are some initial steps to consider:

Step 1 - Convert your mindset from one of risk management to one of adventure management

Most of us in the business, and especially in the project management world, are constantly being asked to think about the risk of a project or venture. "Risk" carries significant gravity and can often halt us before we have even begun. The greatest risk comes from living an unfulfilled life, so make a commitment to stop assessing risk and start thinking about adventure!



A structure designed and created by Innovation eXperience (iX) using discarded plastic bottles.

Step 2 - Embrace failure; it's the only way to learn

This is a well-established phrase but how many of us put it into practice? The truth is that if you are trying something genuinely new, you may not get it right the first time. And it is by failing and learning that you are able to adapt and move on. Being afraid of failure and taking safe options are sure-fire guarantees to "me-too" solutions and a constant bewilderment at those who move past you.

Step 3 - Understand that the highest meaning in life comes from helping others

Sorry but it's true. If you ever want proof of this, you needn't look at religious texts or self-help books. Just try giving it a go!

Step 4 - The larger the committee, the more incremental the outcome

Visionary thinking and not consensus-based decisions by committees is the need of the hour. Such decisions

tend to follow the rules of compromise and self-censure and do not lead to an innovative outcome. Innovation comes from passion, insight, playfulness, and emotion. You do not want a bureaucrat asking you: "But where has this been done before?" Drop the committee, form a committed group for social good, and make something happen while the bureaucrats are still debating about your proposal.

Step 5 - "Make a dent in the universe" Steve Jobs coined the phrase. Now go live it, you have less time than you may think!

(Mr. Alexei Levene is Managing Trustee of Innovation eXperience (iX), a social innovation non-profit venture based in Trivandrum, Kerala. iX focusses on new ideas, technologies, and solutions in areas such as clean energy, waste management, education, eco-tourism, and accessibility, and works closely with partners such as UST Global and CII Trivandrum. Read more about iX at www.kerala-ix.com)

Winning the Day with Project Excellence

Manage India features the PMI India Best Project of the Year 2012 awardees. Conferred at the PMI India National Conference in Chennai in September, the award-winning projects displayed mature project management practices that helped overcome complex technical, socio-political, and vendor and people management challenges. From a government project that won over stakeholders by creating a positive work environment after a troublesome start, a government nodal agency that facilitated the setting up of Asia's largest solar power generation facility in record time, a private sector company that delivered a project within tough timelines, and a social sector organization that employed management principles in its efficient running, there was great variety on display in terms of project type, challenges faced, and benefits received.

BY GEETHA RAO

Koteshwar Hydro Electric Project, Tehri Hydro Development Corporation

PMI India Best Project of the Year (long duration: 3+ years)

The Koteshwar Hydro Electric Project is a part of the Tehri Hydro Complex. Situated in Uttarakhand, the Koteshwar project had gone off-track due to rehabilitation and resettlement (R&R) issues. The land could not be provided to contractors till 2006, though the project was awarded in 2002 and expected to be completed in 2006. Restarting on the project meant restoring faith among the contractors, identifying dedicated staff, taking speedy decisions, handling crises situations, and the like.

The challenges were many. The R&R challenge had been done in a piecemeal manner initially, and evacuation done in April 2005. Complaints from villagers regarding blasting and dust made matters worse. In addition, the rates of steel and cement had increased. Therefore, contractors wanted a revision of rates.

In 2007, a major decision was taken – to work upfront on the project at the risk and cost of the contractor. An empowered committee was constituted with vast powers. This resulted in speedy decisions, cash flow, and timely payments. There was a new positivity at work.

“We started with an analysis of the requirements,” said Mr. D V Singh, then director, technical, THDCIL. One big challenge

was non-payment of contractors' dues. Besides, suppliers were not ready to provide materials. This led to a lack of mobilization – equipment and machinery were idle; there were no communication facilities; there were no street lights for working at night; and the batching plant and crushing plant were insufficient. In all, only Rs. 99 crore worth of work had been accomplished out of the Rs. 334 crore contracted for.

“We started almost from scratch in April 2007. We began with identifying problems, treatment, and execution. For execution, we chose employees with a track record of positivity at work, and with the ability to work hard and with enthusiasm. The entire work was divided on a grid basis. To regain a reposing of faith in us, we assured suppliers that payment would be made directly to them from THDC. The next month, they were given the full payment. This restored their faith in us,” said Mr. Singh.

Problems were identified and corrected to the microscopic level. Even if they were a nut and bolt short, it could stall progress. A chain of officers were assigned tasks. The tasks were monitored every day. This was followed by a review very month. A complete team of experts from all relevant sections put in place – from design, personnel, building and roads, support systems, electrical, and backup systems. “To our relief, the system started working. With the dedicated team, we executed Rs. 600 crore out of the Rs. 650 crore work in three and a half years,” Mr. Singh added.

The targets were broken into smaller parts. Workers were given incentives for targets achieved. An example: if a cer-

tain task was completed by a given date, the incentive was Rs 50,000 for 25 workers. If there was a delay of a week, the incentive was Rs. 25,000. If the delay was for 15 days, there was no incentive. The atmosphere of competition created among the workers was so positive that the talk at camps was about targets. The questions often were about how much each had completed. Every day, there was a discussion of site problems between 6 and 7pm, when suggestions were taken from all, including project officers. A team spirit also evolved. The entire Koteshwar team got together with families and celebrated once in two months.

Supplies were also tracked to speed up the process. “Usually, civil works are taken up first and then electromechanical and hydromechanical works. But we couldn’t wait for that and started civil and mechanical work simultaneously,” said Mr. Singh. With such innovative execution, the project was completed in three and a half years.

However, the project was not without crises. At one point, there was flooding due to continuous heavy rain. All the equipment in the powerhouse was submerged. “We dewatered, cleaned, and dehumidified all components. We spent only Rs. 35 crore on refurbishing that was covered by insurance,” explained Mr. Singh. The restoration work was done on a war footing. Two units of the project were commissioned in March 2011 ahead of schedule as envisaged after the flooding.

“Never before in the history of any hydro project in India had the entire project been executed and commissioned on the risk and cost of the contractor. We are now a role model in the industry,” said Mr. Singh.

Mr. S P Aggarwal, head, monitoring, THDC, who had looked



The dam raised to full height as seen in June 2010. The Koteshwar Hydro Electric Project in Uttarakhand is considered a role model in the industry, having faced several challenges and overcome them successfully.

after the management systems during the project, explained, “We used Oracle’s Primavera, a project management tool, with which we made an elaborate project schedule of 5,500 activities. There were review meetings, monthly and fortnightly. We took charge of giving supplies on time, though our main task was to chase supplies. All this resulted in speedy execution. The director technical and the chairman and managing director were apprised of the daily progress. We created history with the speedy execution.”

Would he use the project management approach elsewhere? “Yes, we have started on the second stage of the Tehri project. We have taken a step ahead by using an online monitoring system through which all the project personnel are connected online,” he explained.



Starting almost from scratch and backed by an empowered committee with vast powers, speedy decision making, cash flow, and a new positivity at work, problems were identified and corrected to the microscopic level at the Koteshwar project.

Solar Park, Gujarat Power Corporation Limited

PMI India Best Project of the Year (medium duration: 1-3 years)

The Solar Park in Charanka, Patan district in Gujarat, is considered to be the world's first multi-facility, multi-developer, multi-beneficiary, and multi-technology solar park. It is also Asia's largest solar park. Visualized, planned, and implemented in a record time of less than a year, the formal launch was in December 2010 and the park was commissioned on 28 January 2012.

This was achieved despite the several challenges the Gujarat Power Corporation Limited (GPCL) faced during the planning and development processes. GPCL is the nodal agency for the development of the solar park and has been playing the role of developer and catalyzer in the energy sector in Gujarat. It identifies power projects and suitable private joint sector parties and implements them. After the power project is identified, GPCL obtains all the clearances required and pursues the formalities related to the acquisition of land.

In the case of the Solar Park, the location had to be at a non-fertile place that received a high level of sunlight. Charanka in Patan district fitted the bill.

The infrastructure included plotting of the government land, constructing a 16 km road for connectivity plus secondary and interior roads. Water was an important element. The area was low-lying, which made it prone to flooding. But the problem was solved by diverting water into a canal. GPCL also constructed a facility for water treatment. In addition, it provided auxiliary power for air-conditioning, lighting inside the facility, and street lighting, besides telecom and Internet connections.

GPCL employed the services of a project management consultant for the project. "We followed project management throughout the project. We wanted to make sure that the vari-

ous parties involved in the project's development faced no problems that would delay the project. We met them every week and took fast decisions to solve any problems that cropped up," said Mr. PH Rana, director, GPCL. For prompt decision-making, the company had a team of experienced officials on the site at all times to address problems.

By commissioning the Solar Park, GPCL has helped put to use vast areas of government wasteland and generated rural employment. In addition, there has been a reduction in carbon emission and a recharge of ground water. On 28 January 2012, GPCL commissioned 214 MW of solar power. The project employed 10,000 workers for almost three months. About 1,000 are now employed for operations and security purposes.

Mr. Rana avers that when GPCL moves into the next phase of the solar park, the organization will build on its experience of project management for even better results.

Dell ICC Expansion, Sriperumbudur Industrial Belt, Tamil Nadu, C B Richard Ellis

PMI India Best Project of the Year (short duration: less than one year)

CBRE undertook a project to expand the warehouse space at the Dell India Customer Care (ICC) factory facility in Chennai by an additional 73,000 sq feet. The project took off in January 2011 and had to be completed by September 2011 - in just nine months. CBRE successfully completed the project, and won the PMI award for 2012 under the short-term category. The new facility had to come up on a plot adjoining the existing facility, which was a fully operational production/assembly center. This meant that the new structures and enclosure had to be seamlessly integrated into the old one. The old office shared a common wall with the new building, which meant care had to be taken to ensure operations at the existing building did not get effected.

CBRE broke open a portion of the common wall to align the columns of the new building with the existing ones. A broken wall led to security concerns from Dell. CBRE cut open a 1m by 1m opening at a height of 1.5 m in the wall to facilitate the changes. The opening was then closed in the presence of security staff.

Another challenge was the requirement to complete the enclosure by May 2011. The plant is situated in a Special Economic Zone (SEZ) set up by the government. The project had to adhere to the SEZ agreement of completing the spending for the project by end May 2011. If not, the tax benefits of the existing facility and the new facility would be limited or reduced.

Dell knew that the entire facility would not be ready in two months. But the company wanted to inaugurate the facility by 2 May. The overall project was scheduled to be completed only by July first week. However, the building had to be sub-



The Solar Park in Gujarat, is said to be the world's first multi-facility, multi-developer, multi-beneficiary, and multi-technology solar park, besides being Asia's largest solar park.



CBRE conducted parallel activities so that there was no delay. The team tracked progress closely and took immediate action to mitigate delays.

stantially completed and the spending commitment met by early May when the SEZ authorities would visit the facility. CBRE helped Dell honor that commitment and handed over the facility after having completed the shell and core of the building with flooring and partial lighting arrangements.

Every aspect of the project was planned meticulously. CBRE conducted parallel activities so that there was no delay from waiting for components. Even as the onsite work of laying the foundation continued, production work for prefabricated steel structure was in progress. The team tracked progress closely and took immediate action to mitigate delays.

Mr. Gurjot Bhatia, senior executive director, project management group, CBRE India, said, “We offer project management as a service to our clients across India. We have seen that whenever project management techniques are used, cost, time, quality, safety, and project communication are handled effectively. Project management is a necessity, not a choice. We have used project management techniques for all our projects, totalling 100 million sq ft of industrial, commercial, retail, hospitality, and residential space.”

In general, projects accrue monetary benefits by using project management. “In the absence of project management, no one can predict project quality, whether the project will be completed on time, and within the budget planned. Project management brings much needed management control and direction to a project. This is a holistic approach, because you are not looking only at quality or cost. It brings together experts from various disciplines, such as mechanical engineering, electrical engineering, and safety experts, who bring their individual experiences to the table. A project manager is able to leverage all these experts and make them work towards the common project goals. The other aspect is risk management. Project risk assessment is often overlooked in India, and the

project is left to its own fate. We can overcome all these risks by following project management techniques,” said Mr. Bhatia.

Mahakavi Bharathiar Higher Secondary School, Sevalaya

PMI India Contribution to the Community Award 2012

From a rented house with five children to a school that provides free education to thousands of first generation learners from underprivileged backgrounds, as well as a rural healthcare center, an old age home, and a goshala (cow shelter), Sevalaya in Kasuva, near Chennai is testimony to what one can achieve if only one dares to dream and has the commitment to turn it into reality. Sevalaya has all this in good measure, started as it was in 1988 by Mr. V Muralidharan, founder and managing trustee of the organization, and his friends.

What is also commendable is the way in which all this has been achieved: Mr. Muralidharan and his team at Sevalaya believe in planning to the minutest detail, goal-setting in a participatory manner, ownership of goals, monitoring and review of activities, followed by correction. As Mr. Muralidharan put it, “At Sevalaya, we believe that clear vision backed by systematic planning and execution results in success.”

It's no wonder that the organization won the PMI India Contribution to the Community Award 2012.

Here's a detailed look at Sevalaya's efficiency:

Every year, there's an exercise that takes off, around February-March, the teaching staff, hostel staff, administration, and students make a list of suggestions about what they want done the next academic year. This is compiled. “Later, during the strategy week in the last week of April, we discuss, brainstorm, improve on the suggestions, and reject those not feasible,” explained Mr. Muralidharan.



Children at Sevalaya, near Chennai, waiting to do their exam in the computer room. Sevalaya, which started in a rented house several years ago, now runs a school that has provided free education to thousands of first generation learners from underprivileged backgrounds, as well as a rural healthcare center, an old age home, and a cow shelter.

The suggestions automatically become goals for the six groups at Sevalaya, based on their responsibilities: the Mahakavi Bharathiar group handles education, the Mahatma Gandhi group looks after extra-campus activities, and the Swami Vivekananda group looks after the campus maintenance and hostel. The other three are support groups: administration, accounts, and public relations.

As the goals are discussed by all and accepted, and not imposed on them, the groups own the goals. Within each group, there are individual goals. With such ownership of goals comes commitment. "To achieve the goals, there is discussion on what the actions to be taken are, who takes them, and by when they should be achieved. All these are compiled in a calendar. A completed calendar shows all the activities planned for the entire year. By 1 June, when the academic year starts, a copy of the calendar is given to the staff," says Mr. Muralidharan.

Following this, every morning the teaching staff meets for 10 minutes, and every night, the hostel staff meets. Every Saturday, the week is reviewed. The trustees meet every month to review the progress. On the 12th or 13th of every month, there is a review with the groups. Each staff member's bonus or increment is based on his/her performance after the evaluation.

Finance is the biggest challenge since there is no committed income. "Sevalaya depends entirely on donation, which is the responsibility of the public relations team. Lack of finance may mean cutting down of some events," he explained. Sometimes, money may be donated for the children's home but the requirement is more for a school activity, and hence used for that.

Mr. Muralidharan, who has put in practice learnings from his experience in total quality management, of which several years were in Tata Consultancy Services, concludes, "All our work is driven by a practice that has yielded positive results. The effective management practice we follow is plan, do, check, and act."

That may sound simple, but in its simplicity lies its success. Sevalaya, a social organization and not a management school, has planned and implemented a management model that has won it accolades and more than 40 awards. Certainly, a model that others can emulate.



The team at Sevalaya believes in meticulous planning, goal setting, monitoring and review of activities, and has achieved tremendous success in all its initiatives, winning over 40 awards so far. Providing vocational training is one of the core activities at Sevalaya, of which one is tailoring.

Project Management and Social IT

BY ATIN ROY, PMP



One thing that always attracts me is IT 3.0, or social IT features of cloud-based solutions in project and service delivery management areas. In this Facebook and Twitter age, where electronic footprints are omnipresent, one cannot ignore social networking windows which knowingly or unknowingly become a part of our daily routine. Many organizations have started embracing these tools with social IT solutions to streamline communications and enhance productivity. Apart from standard project management solutions, social IT solutions integrate people, connect experts across the globe, offer a centralized platform to express views and opinions, and help display creativity.

How does it help a customer?

- Consider an approach that follows agile techniques in project management which states that individuals and interactions drive iterations. A group chat during a brainstorming session, whether it is about a feature specification, design challenge, drastic upgrade or tools selection, could be of great help. Data can be stored and referred anytime for review, asynchronous update, and use as a knowledge base, and this effectively saves a lot of manual effort.
- Tweet the workflow requirement, test criteria, and quality expectation which are frequent during extreme programming phases.
- In a managed service environment, business users can ping the service desk agent and start chatting. Service engineers can facilitate users to test out solution scenarios or get inputs to reproduce an incident. A production ticket can be an outcome of these chat conversations. Business users can discuss emergency changes or critical incidents in a chat room with their IT staff. Think about capturing all the communications and attaching them to a single production ticket.
- Social media encourages peer-to-peer support – collecting all relevant inputs from experts around, online sharing of self-help articles, and sending automatic live updates to impacted stakeholders. Develop a community and forums to share best practices among like-minded people.
- Business users can subscribe feeds for important

and relevant updates in order to keep track of recent events.

- A direct interaction of business to customer, live feedback sharing, confrontation, innovative suggestions, and experts' judgment add value to the services you offer a customer.

How does it help a project manager?

- An IT project manager can also be a beneficiary of all the above features.
- In addition, it makes the scrum master's road easy and he can look back to the recorded meetings after every sprint and re-evaluate the burn-down charts.
- Managing a virtual team, where constant interactions are regular and essential while creating project plan, goals, milestones, team walkthrough, feedbacks, and change discussion. How about a single solution that has all the infrastructure set-up like live meeting, video conferencing, chatting, and live feed to collaborate?
- It increases participation and encourages the team to express, and debate their opinions and views indiscriminately. It also helps to engage people sitting miles apart by establishing a communication bridge.

The other side of social IT:

- Although this media of communication makes the world small, it has some negative impressions too. Hence, it needs to be regularly monitored by a discussion coordinator or moderator.
- In collaborative environments, a discussion forum may not always maintain the right focus. Similarly each topic may not get the same attention. Hence, it is essential to keep tracking discussions.
- The implementation of an effective communication policy for professional usage of networking features within a controlled environment could prevent unwanted incidents.
- Any Internet solution with extensive feature collaborations is likely to impact performance.

(Mr. Atin Roy, PMP, is a senior project manager with Infosys Ltd.)

Global PMI Award Recognizes and Honors Practitioner from India

Manage India talks to Mr. Ramam Atmakuri, winner of the PMI Eric Jenett Project Management Excellence Award, and Mr. Tejas Sura, the lead nominator for Mr. Atmakuri

Mr. Ramam Atmakuri, vice president, Cognizant & member – PMI Chapter Member Advisory Group

How does it feel to have won a prestigious award for which PMI received nominations from around the world?



Winning a global award is indeed an honor. Mr. Eric Jenett, in whose name the award is instituted, was a PMI Fellow, one of the five founders of PMI, and the first Project Management Professional (PMP)®. That makes this award special. I thank PMI, my current and past colleagues, and fellow PMI volunteers who encouraged and supported me all through my career. I dedicate this award to all of them.

What top qualities should a project manager possess today?

Project management is both a science and an art. It is a science because it relies on processes, tools, and techniques, and an art because it involves people and their management. A successful project manager recognizes the importance of both these dimensions and strives to excel at both of them. Globalization of projects has added the dimension of complexity. A project manager has to be agile to embrace frequent changes. I would lay relatively higher emphasis on soft skills and leadership vis-à-vis processes and tools for a project manager to become truly par excellence. Project management is gaining recognition globally for its strategic importance. Project managers need to develop their mindset accordingly, make visible the business value they are capable of delivering, and not limit themselves to tactical results.

You have wide experience in working in global and Indian organizations. Are there any unique strengths and weaknesses in project managers from India?

Indeed, there are unique characteristics with their bearings in our culture. We are used to making things happen even amid uncertainties. That translates into greater focus on execution than planning. Regardless of circumstances, we find ways to execute the project to completion, overcoming hurdles—also known as planned and unplanned risks and mobilizing

every available resource at one's disposal. We are not used to saying “no” and thereby accept things that come our way. The adaptability to change is high in Indian project managers. These traits can be a strength as well as a weakness, depending on the project environment. In the west, there is often equal focus on planning and predictability, as on the execution of projects. In global projects, these complementary skills—the western trait of meticulous planning and the eastern rigor in execution actually spell a competitive advantage to businesses. I believe there is great room for project managers in India to improve on the count of project planning, so as to improve predictability, and be better positioned to say “no” when necessary.

Mr. Tejas Sura, PMP, PMI region mentor, Western Asia (Region-11)

You were the lead nominator for Mr. Ramam Atmakuri for the PMI Eric Jenett Project Management Excellence Award. Can you tell us the main reasons why you believed he deserved this honor?



Mr. Atmakuri has been an outstanding contributor to the project management profession. During his stint as president, Pearl City-Hyderabad Chapter, he rolled out various initiatives that impacted the profession locally. As a region mentor for West Asia, his guidance and dynamism brought about tremendous unity and cohesiveness in this region, resulting in collaboration among the PMI chapters in India and other countries across the region. The steady yet phenomenal progress that he has made in his professional life since the late '90s included various noteworthy contributions to the profession including trainings, lectures, the setting up of project management offices, and project management initiatives that helped raise the project management maturity in the companies he has worked for. With this all-round professional experience, volunteerism, and leadership, he deserved this honor.

What does the award seek to honor and celebrate?

The nomination for the award is done by a group of people who wish to acknowledge the substantial contributions of the

individual known to them. The award seeks to recognize and honor an individual who has made outstanding contributions to the practice of the project management profession, and who has demonstrated leadership and initiative while advancing project management concepts, techniques, practices, or theories. It recognizes leadership, innovation, and the drive to understand and apply project management practices in multiple communities and/or business. The beautiful bronze statue, which signifies strength, wisdom, labor, dignity, and accomplishment, was designed by Mr. Eric Jenett, and Mr. Thomas Parker Emery, an artist, around 1996.

The award honors and recognizes a leader from the practitioner community in India. What does it say about the

kind of talent and commitment available in the country?

Global businesses are moving east and the opportunities in India are growing. There is an increased recognition in academia, corporate, and the government on the strategic value of project management, leading to a focus on developing leadership and project management skills to meet the expanding demand. There is a surge in the pool of talented PMP®. Their commitment and dedication has led to the rapid economic growth of the country for the past nearly one decade. Therefore, it can be expected that an increased number of talented and committed professionals from India will match or exceed their global counterparts in every aspect of this profession.

PMI India organized a series of collaborative events across India. Below is a roundup of recent activities

Agile Talks

PMI India collaborated with the Infosys Project Management Center of Excellence in Chennai to organize a series of talks on agile project management techniques on the theme, “Managing Agile Projects.” The talks at the PMCoE had about 100 people participated between 19 and 21 November.

On 20 November, the participants heard two external speakers – Mr. S. Chandramouli, PMP, PMI-ACP, senior delivery manager, Cognizant Technology Solutions, and Mr. A. Chandrasekaran, PMP, PMI-ACP, CSM, CRISC, ISMS auditor, CEO and founder director, Infocareer Pvt. Ltd. Mr. Chandramouli took a session on “Bridging to Agile” and Mr. Chandrasekaran spoke on “Estimation in Agile Projects.” On the other two days of the event, project managers from Infosys spoke on several agile project management topics of interest. The internal speakers were Mr. Sivamani Viswanathan, Mr. Thilesh S., Mr. Thirunavukarasu S., and Mr. Satish S.

Participants enthusiastically took part in a quiz that PMI India had organized on agile techniques in project management.

PMI-CII Event

PMI India and the Confederation of Indian Industry (CII) jointly organized its third annual conference on project management on 22-23 November in Bangalore. The conference on, “Project Management: Doing More with Less,” focused on various aspects of project management. Experts spoke on how project managers achieve better results with the application of project management techniques.

The sessions titles were: “Unlocking the potential of project management for organizational agility,” “Moving forward from project failure to project learnings,” “Talent management in the new normal,” “Change management – an inevitable reality,” and “Green project management: are organizations rising to the

challenge?” There were two panel discussions on “Unstructured project management- leading to results or failed projects?” and “Do project managers reach the executive suite?”

Alcatel-Lucent IPM Day

The Alcatel-Lucent Project Management Community observed the International Project Management (IPM) Day on 1 November. This was the sixth edition of the annual event. PMI India was a knowledge partner on this occasion.

A virtual event for the Asia-Pacific region marked the day. Over 185 employees from 15 countries including China, Japan, Australia, Singapore, and India attended it through a live webcast and meeting. There was also a symposium in which two external speakers and three Alcatel-Lucent speakers elaborated on the theme: “Mission: Possible Right First Time.” All the earlier sessions were recorded and can be visited by employees for the next three years. Our last six sessions were attended by around 3,500 employees.

Refresher Course

Amity Academic Staff College, in association with Amity Institute of Information Technology and PMI India, organized a five-day refresher course for project managers. A total of 29 participants from Amity University attended the training. A three-member team conducted the training that acquainted the participants with PMI concepts such as project management framework, product lifecycle, and organization structure, project management process for a project and mapping of these process areas with project knowledge areas, and project scope, time, and cost management. The participants gained insights on developing analytical frameworks, communication techniques, and strategic planning skills, and increase their managerial insights that will ensure projects are completed on time, on budget, and within scope.

NORTH INDIA CHAPTER

All Geared up to Set a New Benchmark

October began on a high note for North India chapter members with the announcement of the hosting of the PMI India National Conference 2013 in New Delhi. The National Conference is a great opportunity for PMI North India region members to showcase the capabilities of the chapter. The PMI North India board, along with its members, has already started planning towards making it a success.



The IBM team that took part in the chapter event.

On 12 October, the chapter held an event in collaboration with IBM India on the theme, “Managing Troubled Projects.” It was inaugurated by Mr. Ajay Malik, project services leaders, IBM India. Ms. Arti Chadha, project manager, IBM, presented a case study on “Managing Troubled Projects.” There was a panel discussion on the subject by Mr. Malik, Mr. Ravi Ruhela, manager, project services, IBM India, Ms. Shalini Lamba, independent project consultant, and Mr. Vijay K. Verma, manager, project services, IBM India, who moderated the discussion. Over a hundred attendees, comprising of chapter members and IBM employees, enjoyed the session. We thank Mr. Amit Agarwal, vice president,

programs, North India Chapter, and volunteers, Mr. Naveen Singh and Ms. Shalini Lamba, for their contributions.

On October 14, the chapter conducted its Annual General Meeting (AGM), one of the most important events for chapter members. The chapter board presented the achievements for the period, January 2010 to October 2012. The AGM started with a project management case study presented by Mr. Apoorv Chaturvedi, business head, M&N Business Intelligence. Ms. Sarita Talwar, vice president, membership, spoke about the current member strength and challenges in the retention of chapter members. Mr. Pritam Gautam, vice president, technology, elaborated on the technological upgrades on the chapter website. The North India Chapter website was one of the first chapter websites to adhere to PMI global standards. He presented data on reaching members via social media like LinkedIn and Facebook. Mr. Piyush Govil, vice president, communication, shared the quarterly e-magazine initiative. Mr. Amit Chauhan, vice president, finance, presented the financial health of the chapter. Mr. Amit Agarwal, vice president, programs, shared information on a number of programs the chapter conducted in collaboration with corporates, government/public sectors, and academia. Mr. Manoj Gupta, president and CEO, PMI North India Chapter, spoke on future plans and initiatives such as reaching out more to state governments within the North India periphery. The chapter has collaborated with the World Bank for state government related initiatives. It has also begun work on an advisory board, comprising of eminent personalities from the government, academia, corporate world, and past chapter presidents. Mr. Gupta shared information on other volunteering initiatives that the chapter is planning to roll out soon. It was also an occasion to recognize the efforts of members connected with the chapter for the past seven years with the “Loyalty Award” trophy.



Chapter board members proudly display the banner that announces New Delhi as the host city for PMI India National Conference 2013.

PMI PEARL CITY CHAPTER

Leadership Award to Chapter President

This quarter's highlight for PMI Pearl City Chapter (PMIPCC) was the PMI Chapter Leadership Award 2012 conferred on Mr. Suresh Chandra, president, PMIPCC. The award was presented during the North America Leadership Institute Meeting in Vancouver, Canada, in October.



Mr. Suresh Chandra receiving the PMI Chapter Leadership Award 2012 from Peter Monkhouse, BSc (Eng), MBA, PEng, PMP, 2012 Chair, PMI Board of Directors.

Three new members have joined the PMIPCC board. Mr. Ravi Vurakaranam, and Mr. Arun Ponnekanti, who have been on the board earlier, have rejoined it. Ms. Sangeetha Zaparde, who has worked for several chapters and has served on the board of Pune chapter, has joined the PMIPCC board.

The PMIPCC Academy continues to offer training programs on *A Guide to the Project Management Book of Knowledge (PMBOK® Guide)*, Certified Associate in Project Management (CAPM)®, and PMI Agile Certified Practitioner (PMI-ACP)®.

The chapter also conducted monthly public workshops during September and October, in addition to a corporate workshop conducted for Deloitte. On 19 October, the chapter conducted a project management workshop in collaboration with the Confederation of Indian Industry in Hyderabad.

PMIPCC has started work with the National Institute of Technology, Warangal, to start a student chapter. The college has shown interest in engaging with the chapter in which both students and teachers will participate.



Mr. Srinivas Koppurapu, vice president, PMIPCC, speaking at the CII event.

PMIPCC has announced a few exciting volunteer opportunities for this year, details of which are on the chapter website. These chapter services need the involvement of experienced volunteers in large numbers.

A series of events were lined up for November, including a networking meeting and talent enhancement programs.

BANGALORE CHAPTER

Understanding Global Teams

After a spate of activities for the Project Management Practitioner's Conference in Bangalore in September, chapter members have now settled down to a normal routine. The annual conference, on 14-15 September, concluded with resounding success. Soon after the conference, four chapter executive council members went to Chennai to attend the Region 11 leadership meeting followed by the PMI India National Conference 2012. During the leadership meeting, the team explored opportunities on collaboration among chapters and the sharing of best practices.

The chapter held PM Footprints on 27 September in which authors of the technical paper, "Managing Virtual Teams: A Global Marketing Program Manager's Perspective," made a presentation. The presentation, led by Ms. Rashmi K., focused on the challenges faced by marketing program managers and made recommendations to effectively manage virtual teams working on global marketing program.

WEST BENGAL CHAPTER

Aviskar 2012: Connect, Collaborate, Integrate

PMI West Bengal Chapter organized its second annual conference, Aviskar 2012, on 24 November in Kolkata. The conference provided great opportunity for project management practitioners across industries – the government, academia, and social sectors to connect, collaborate, and integrate on the emerging trends in project management.



Speakers at the panel discussion on the use of collaborative platforms.

The event started with the ceremonial lamp lighting by the chief guest, Prof. Sudhangsu Sekhar Chakraborty, chairman and managing director, Consulting Engineering Services,

along with Ms. Sonali Bhattacharya, president, West Bengal Chapter, and Mr. Subimal Chakraborty, vice president, West Bengal Chapter. In his keynote address, Prof. Chakraborty provided insights into project management from his wide experience in civil engineering projects. This was followed by a number of sessions covering a range of industries such as healthcare, information technology, academics, and film-making. The sessions were anchored by eminent speakers who are pioneers in their respective fields. There was also a panel discussion on the use of collaborative platforms.

As part of its commitment to social causes, the chapter felicitated Hope Foundation, a social sector organization that works in and around Kolkata. Hope Foundation focuses on the all-round development of street children by providing them shelter, nutrition, education, healthcare, counseling, and recreational activities. They also run programs on awareness generation on issues related to children's rights, life-skill training, reintegration into a family, life support, and love.

True to its theme of connect, collaborate, and integrate the conference helped bring forth ideas and real-life insights to project management practices from practitioners across sectors.

PUNE DECCAN CHAPTER

Knowledge Sessions

The Pune Chapter continues to deliver great value to its members and the community in general. The chapter conducted its 97th monthly seminar on "Mitigating Power Development Risks Through Effective Project Management," delivered by Mr. Vivek Taneja, head, business development, Thermax Limited (Power Division); and "Stress Free Project Management," delivered by Mr. Umesh Dwivedi, senior manager, Cybage and columnist, The Times of India.

Mr. Taneja is a graduate in mechanical engineering from the University of Pune, with a master's degree in management. He possesses over 19 years of industry experience in various capacities in functions such as sales, marketing, product management, and business development. He spoke about the use of project management in the power sector and the work that Thermax Limited has done in this area.

Mr. Dwivedi has rich international work experience and has been writing on project management. He is also a certified

yoga teacher and has participated in an international yoga conference, besides writing regularly on health and wellness for The Times of India. He said that a stressful project manager was a victim of Counterproductive Work Behavior (CWB). CWB has a negative effect on work performance, health, and project management. He threw light on different ways to overcome it.

The chapter is now preparing for its grand 100th monthly seminar to be held in January 2013. The other milestone is that the chapter has started operations from its own premises in Erandwane. The resolution to purchase its own property was passed by the chapter general body in September 2011, and the process was completed in October 2012.

(Chapter news contributed by Mr. Piyush Govil, Mr. Ravi Vurakaranam, Mr. Rinoo Rajesh, Mr. Soumen De, and Mr. Amitabh Kishore.)

PMI India Champion Program

The PMI India Champion Program continues on its mission to spread awareness about PMI and advocate project management as a profession across industries in India.



Mr. Visukumar Gopal speaking at the project management conference by PMI India and CII.

The PMI India Champion Program, initiated in 2011, aims at identifying and developing passionate project management professionals who will function as ambassadors of PMI and support advocacy efforts in India. These professionals are employees of various organizations who work with PMI to garner support, visibility, and space for project management.

Program representatives recently participated in two events, ILN Chennai Fruncido, organized by the India Leadership Network (ILN) Chennai Chapter, and the third annual conference on project management jointly organized by the Confederation of Indian Industry (CII) and PMI India.

The ILN Chennai Fruncido promotes collaboration between individuals, groups, organizations, and initiatives. PMI India Champion and a core committee member of ILN Chennai Chapter, Mr. Visukumar Gopal, spoke at the event about the values of project management and the project management framework for projects. The ILN Chennai Chapter is now planning to implement project management for its future projects.

Mr. Visukumar spoke at the CII and PMI India third annual joint conference on project management on 22-23 November. He spoke on “Crack the Change with New Paradigm,” in which he emphasized the importance of project management competencies like technology

understanding, leadership skills, and competitive strategy. He also highlighted the increasing adoption of agile project management techniques and Lean methodologies. He spoke about the importance of having a project management center of excellence in an organization.

The PMI India Champion Program presently has 15 champions guided by a seven-member Champion Advisory Committee.

In this edition of *Manage India*, we profile Mr. Visukumar Gopal, PMP, a champion, and Mr. Arvind Arya, PMP, an advisor.

Mr. Visukumar Gopal, PMP, is a versatile practitioner, energetic coach, corporate trainer, and public speaker. He is passionate about transforming individuals, teams, and organizations into improving their processes, project management practices, operation practices, and delivering business value early and often. He has over 17 years of professional experience and is a Lean Six Sigma Champion. He is a founder of SynPMCom, Syntel Project Management Community, the founder and managing trustee, Viruksha Trust, and member – Students in Free Enterprise (SIFE is now called Enactus) projects, Business Advisory Board.

Mr. Arvind Arya, PMP, works as a superintending engineer with Jaipur Development Authority. He has about 30 years of extensive experience in managing multiple, complex infrastructure projects including projects under public-private partnerships and build operate and transfer mode. Mr. Arya has a P.Eng. (professional engineer) degree from Ontario,



Champion Advisory Committee member, Mr. Arvind Arya.

Canada. He has extensive expertise in project management, budgeting, financial planning and control, contract management, tender preparation, evaluation, and arbitrations. He is a mentor to Mr. Visukumar Gopal.

(Contributed by PMI India Champions Mr. Chetan Mathur, PMP and Mr. Kumar Saurabh, PMP.)

Study Tour of China Energy Sector

PMI India organized a high-profile study tour of executives from Indian public sector organizations to China. The delegation, organized in association with the Infrastructure and Project Monitoring Division (IPMD) of the Ministry of Statistics and Programme Implementation (MoSPI), Government of India, was held on 18-24 November. IPMD is the project management arm and apex monitoring body of the Government of India.



The delegates with officials from Shenhua Energy Company.

The study tour focused on learning the project management practices that China follows in its energy industry. During the week-long tour, the delegation visited China Nuclear Power Engineering Co. Ltd in Shenzhen; Shenhua Energy Company, China's largest coal company, China Energy Engineering Group, China National Offshore Oil Corporation, Asset Supervision and Administrative Commission, and State Administration of Foreign Experts Affairs in Beijing; and the project site of China Offshore Oil Engineering Co. Ltd in Tianjin.

The delegation included Mr. Mukesh Rohatgi, former chairman & managing director, Engineers India Limited; Mr. Dheeraj Kumar Ojha, director, MoSPI; Mr. Madan Kumar Choudhary, deputy general manager (finance & accounts), Bharatiya Nabhikiya Vidyut Nigam Ltd (BHAVINI); Mr. Gengiah Rajasekar, deputy general manager (HR), BHAVINI; Mr. L. Swamy Raju, additional chief engineer (civil), BHAVINI; Mr. Surendra Kumar Patnaik, general manager (PP&M), National Thermal Power Corporation (NTPC); Mr. Alokesh Banerjee, additional general manager (mechanical erection), Bhartiya Rail Bijlee Company Ltd; Mr. Sital Kumar, additional general manager (engineering), NTPC; Mr. Anil Kumar Pandey, additional general manager (erection), NTPC; Mr. Tetala Surra Reddy, additional general manager (projects), SIMHADRI Super Power Thermal Plant, NTPC; Mr. Partha Sarathi Deb, general manager (civil), North Eastern Electric Power Corporation (NEEPCO); Mr. Mukti Kumar Sharma, general manager (civil), NEEPCO; Mr. Bisheswar Dutta, deputy general manager (civil), NEEPCO; Mr. Ajit Kumar Barua, chief engineer (production project), Oil India Limited (OIL); Mr.

Partha Pratim Dutta, deputy chief engineer (FE), OIL; Mr. A. Ravi, general manager (mechanical), Oil and Natural Gas Corporation (ONGC); Mr. Adesh Kumar, deputy general manager (production), ONGC; Mr. Roshan Lal Meena, deputy general manager (exploration), ONGC; Mr. G. R. Reddy, chief chemist, ONGC; and Mr. Dhiraj Gyani, head – government relations and Public Sector Enterprises, PMI India.

The objective of the study tour was to expose delegates to the project management practices that state-owned enterprises in China follow. It was the first of its kind tour on learning and sharing project management best practices at an international level. It enabled the delegates to increase their understanding and knowledge of project management practices in China and appreciate the significance of China being a projectized nation. Delegates agreed that the remarkable growth in China was largely the result of the country's application of project management tools and techniques in their true spirit. As many as 53 percent of the delegates agreed on having structural changes in their department so that projects could be handled more efficiently. A commonly held view among the delegates after the tour was the need to set up a Project Management Office (PMO) by organizations in India.

Mr. Dutta from Oil India Limited proposed to use the following ways to use the learning from the tour: suggest structural changes in his department, undergo hands-on training on project management principles, pursue professional certifications, motivate team members to attend such training sessions, and take the initiative to suggest the preparation of a PMO manual and the setting up of a PMO in his organization "as it is one of the prerequisites in today's business environment."

Mr. Ravi from ONGC said it was time for Indian PSEs to dream big and use project management fundamentals to complete projects successfully. "I was pleasantly surprised to see that concepts from *A Guide to the Project Management Book of Knowledge (PMBOK® Guide)* are used in totality even in frontier research projects to realize the end results within the set time. We would like to expand the boundaries of the application of project management skills to make it an integral part of our approach to every activity, big or small," he remarked.

Mr. Kumar from ONGC complimented PMI India and China for "an exceptionally well organized tour." In his feedback after the tour, he said, "Stage-gate project management process must be rolled out in all owner (operating) companies. PSEs must develop subsidiaries on the joint venture model to support EPC functions. The alternate energy option must be pursued by energy sector companies."

Why Executives Need Enterprise Project Portfolio Management

Guy Barlow, director - industry strategy, Oracle Primavera, on the three key considerations that drive value across an organization

BY GUY BARLOW

Over the past few years, there has been a marked shift that has brought project management to the forefront of executives' attention. Many factors have been driving this growing awareness, of which the most notable are the global financial crisis, heightened regulatory environments, and a need to more effectively "operationalize the corporate strategy," or in other words, adopt operational planning and the best practical steps that the business should follow to execute its strategies.

Executives in India are no exception. They realize the need to build capacity, ramp-up production, and ensure that the right resources are in place to capture growth opportunities in India. This applies across industries from asset-intensive industries such as oil & gas, utilities, and mining, to manufacturing, the public sector, and services-based sectors, such as finance, telecom, and life sciences.

Compounding matters is a complex interplay between projects – big and small, complex and simple – as companies grow both in the domestic and international market. This trend has created the need for a standardized, enterprise-wide solution for project portfolio management (PPM). Failing to adopt PPM is akin to having two ERP systems, one to manage large invoices and the other to manage small invoices. It makes little sense to have a system that does not provide enterprise-wide visibility.

The imperative for executives is to understand the full range of their business commitments, the benefit to the company, current performance, and associated course corrections, if needed. Irrespective of the industry or use case – whether the company is building a power plant, launching a new financial service, or developing a new automobile – company leaders need to approach the value of enterprise project portfolio management (EPPM) through three critical areas:

1. Greater financial discipline – Improved financial rigor and results through better governance and control is

an imperative, given today's financial uncertainty and greater investment scrutiny. For example, as India plans a US\$1 trillion investment in the country's infrastructure, how do companies ensure costs are managed? How do they control cash flow? Can they easily report this to stakeholders?

2. Improved operational excellence – Increased efficiency and reduced costs through robust collaboration and integration is necessary for profitable growth. Upwards of 66 percent of cost variances are driven by poor supplier collaboration. As companies execute initiatives, do they have visibility into the performance of their supply base? How are they integrated into the broader program plan?
3. Enhanced risk mitigation – Companies must manage and react to uncertainty through improved transparency and contingency planning. What happens if a company is faced with a skills shortage? How does it plan and account for geo-political or weather-related events?

Projects are not just the delivery of a product or service to a customer within a predetermined schedule. Completing a project on time is part of a contractual and moral obligation to company shareholders and stakeholders. Projects allow executives to demonstrate the organization's capabilities and competencies with which it can meet and, whenever possible, exceed commitments to customers. Effectively developing and putting the corporate strategy into operation is the hallmark of successful executives, and EPPM allows them to achieve this goal. For more information around executive views on EPPM please visit www.oracle.com/eppm/eppmboard.

(Mr. Guy Barlow has over 15 years of broad industry experience in manufacturing, financial services, and the public sector. He leads the go-to-market strategy for the Oracle Primavera Global Business Unit.)



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