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Success

On the Occasion of *International Women's Day*, *Manage India* Presents the Success Mantra of Women Achievers in Project Management

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Panelists at the PMI Automotive Conference in Pune, organized in association with the Society of Automotive Engineers India, western section.
***Left to Right** – Dr.KC Vora (panel moderator), Mr.Sujan Roy, Mr.Shekhar Paranjape, and Mr.Viresh Shah in the panel discussion.*

COVER STORY

Women at Work: Balancing Career and Personal Goals

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On the occasion of International Women's Day, Manage India speaks to a few senior women project managers, trainers, and academicians to understand their trials and triumphs at work, and their success mantra for women project managers.

Letter from the
Managing Director, PMI India

Raj Kalady
Managing Director, PMI India

Dear Practitioners,

PMI India launched 2013 with a bang – the second edition of the annual Project Management Research & Academic Conference was a perfect start to the year. The conference, held in the Indian Institute of Technology - Madras from 31 January to 2 February, received an overwhelming response from academia and industry. Academicians from some of the country's most premier institutes spoke about project management education in the country and the direction it should take.

The Government of India has identified e-governance as a key route to improve the 'government to consumer' experience. PMI India has been advocating the use of project management to improve the effectiveness of e-governance initiatives. We recently published a report, "Project management roadmap for successful implementation of e-district projects," to study the use of project management in one such major government initiative. The report, brought out in collaboration with the Federation of Indian Chambers of Commerce and Industry, studied the benefits that can be accrued by using modern project management practices in e-governance initiatives, and what action needs to be taken for such projects in the future. The report can be downloaded from this link http://www.pmi.org.in/downloads/PMI_FICCI_West_Bengal_2012.pdf

A Guide to the Project Management Book of Knowledge (*PMBOK® Guide*)—Fifth Edition, is now available. This edition has an additional knowledge area: Project Stakeholder Management is the 10th knowledge area identified. We have also launched *The Standard for Program Management*—Third Edition and *The Standard for Portfolio Management*—Third Edition. For more information, refer to

http://www.pmi.org/GLOBALS/StandardsUpdate. aspx?WT.mc_id=www.pmi.org/standardsupdate

As you already know, the fifth PMI India Project Management National Conference will be held in Delhi. The conference will be held on 27-28 September 2013, with the host chapter being the PMI North India Chapter. Do keep a watch on the announcements for the submission of technical papers and awards nominations.

We are observing International Women's Day on 8 March with a special issue on women in project management. Every year thousands of young women graduate with dreams in their eyes of a successful career ahead. But their careers are often cut short because of work-life pressures and very few manage to reach leadership roles. Organizations are pushing for more gender diversity at the workplace but clearly more needs to be done. In this issue of *Manage India*, we present the stories of successful women professionals who have managed to strike that balance and rise in their career. We hope our readers will find something inspiring and useful in each of these stories.

Let's take a pledge on this occasion to do our bit to provide women equal opportunity to participate and contribute towards our country's progress.

Warm regards,

Raj Kalady
Managing Director, PMI India

'Men and Women Expect the Same from Their Careers'

With over 80,000 women employees that make up 35 percent of the workforce, Accenture is one of the largest employers of women in the technology industry. Mr. Manoj Biswas, lead – human resources, Accenture India, talks to Panchalee Thakur about the enablers and hurdlers for women professionals today.

A large number of women join the workforce in India every year but not many move to leadership roles. Why?

Stereotypes and preconceptions of women's roles are top barriers to women's career advancement. Research studies have revealed a range of overlapping structural, institutional, and attitudinal factors responsible for women's lack of advancement to the upper echelons of organizations. Some of these factors are:

• Unclear selection criteria for promotion, allowing for discretion;
• Selection processes that favor men for certain jobs;
• Informal networks or 'old boys clubs' that cut off women and help men in their career advancements;
• Senior male colleagues questioning a woman's ability to combine both management and family responsibilities;
• Women are sometimes more job-focused than career-focused and not aware of the strategic importance of the decisions they make related to their careers;
• The lack of female role models and male senior managers acting as 'gate-keepers' to women's entry into senior management.

Salary disparities still exist between men and women employees. Are companies doing enough to correct that?

Despite major inroads that working women have made in recent times, they are still paid less than men. It is often attributed to salary negotiation skills. Women are often perceived as less aggressive and less likely to question salary structures than men. They are also less likely to ask for a promotion. These arguments are corroborated in a recent Accenture study, *The Path Forward*. The study found that 58 percent women as compared to 68 percent men have asked for a raise. A recent LinkedIn study of 400 professionals in India showed that while 37 percent of male respondents felt negotiating for their salaries before taking up jobs was fine, only 26 percent of women felt the same. Women must become more aggressive and be proactive in asking for a promotion or a better salary.

What do organizations need to do to make the workplace more conducive for women?

Organizations must understand that men and women expect the same from their careers. Both seek work-life continuity, transparency in policies, and sufficient opportunities for growth, among other things. However, in order to empower women in their career progression, organizations must realize the importance of offering women-friendly policies, such as flexi-timings, work-from-home, and extended maternity leave that help women balance their professional commitments with personal priorities. Organizations must also institutionalize offline and online platforms where women can speak about their issues openly and get support from their co-workers (both men and women) to manage work-life priorities.

Please give us some key insights from *The Path Forward* survey.

Accenture conducted its global research study, The Path Forward, for release on International Women's Day to gain insights into behaviors and attitudes regarding women's careers. The research explores career satisfaction levels, aspirations, and factors for career advancement. It examines the factors that may hold professionals back from progressing in their careers. It seeks to better understand the support and programs companies provide that attract, develop, and retain high-performing employees.

The research found that in India a greater number of women (40%) are satisfied with their current job and are not looking for new job opportunities as compared to men (28%). The research further reveals that 80 percent of the respondents here stayed at their jobs longer than they may have otherwise because of a flexible work arrangement. Family responsibility is the most commonly cited reason to work a flexible work schedule. You can access the report at http://www.accenture.com/us-en/company/people/women/Pages/accentures-women-research.aspx

What programs do you run in the company to improve women's participation at various levels?

At Accenture, we offer our women employees capability development opportunities to build leadership skills and other support systems such as childcare, networking, mentoring, and sponsorship. We also invest in sensitizing our people regarding the importance of embracing diversity and inclusion in their teams and interactions with other people in the organization. Some of our initiatives are Women Leadership Development Program, Women's Mentoring Programs, Vaahini – a cross-entity networking forum, Virtual Learning courses, and Maternity Returners Program.

(*Mr. Manoj Biswas has been with Accenture since 2007 in various HR leadership roles. He started his career with the Indian Armed forces and served as a major in the artillery regiment for six years, including operations in Punjab and Siachin, the world's highest battlefield. He started his corporate life 15 years ago.*)

Women at Work: Balancing Career and Personal Goals

The appointment of a woman to a high-profile position in a company is often taken as an indicator of a larger trend of women moving up the corporate ladder and breaking the glass ceiling. The ground realities, however, are quite different. A report by Harvey Nash CIO Survey 2012 and published in PMI Career Central, "Women in Technology: Do Men Still Dominate in IT?", show that 24 percent of technology teams have no women and 35 percent of organizations have no women IT managers. The results are based on a survey of more than 2,000 global IT leaders. A report by Anita Borg Institute in February 2012, published in PMI Career Central, show that among Fortune 500 technology companies only four have a woman CEO.

In India, Intel now has two women executives at the top – president Ms. Kumud Srinivasan, and head, sales and marketing, Ms. Debjani Ghosh and is the only country within Intel to have that distinction. To enhance diversity at the workplace, many organizations have launched women-centric programs to improve the recruitment and retention of women at the workplace. IBM announced in May 2012 that it would recruit more women in leadership positions and across all levels in India. Companies such as Accenture, SAP Labs, Infosys, and Cisco have programs to attract and retain women. The National Association for Software and Services Companies estimates that the IT-BPO sector in India employs eight lakh women and is one of the largest employers of women in the country. However, not many women survive the pulls and pushes from society and move out before they can reach leadership positions.

On the occasion of International Women's Day, Geetha Rao speaks to a few senior women project managers, trainers, and academicians to understand their trials and triumphs at work, and their success mantra.

Strike the Right Balance

Prof. Karuna Jain
Ministry of HRD Intellectual Property Rights Chair and Professor of Technology
& Operations Management
Shailesh J. Mehta School of Management
Indian Institute of Technology - Bombay

Your insights into project management
Today, I find that project management is in some ways different from that of 25 years ago. Earlier, it was about basic project management skills, but today, it is about specialized project management skills based on the project. It is also about how to create projects, how to make them happen, and how to manage projects. Over the years, you need different tools for different projects. Computerization has ushered in much change.

Tips for women project managers
Success depends on how women look at their lives and work at striking a balance. There are women who decide to focus on careers, and then decide to take time off to focus on their families. There are others who decide that there will be ups and downs, but both family and career are important. There are yet others who opt to work from project to project. They work on a project, which is for a specific time period, take a break, and then take up another project. For this, project management skills come in very useful.

Those with challenging jobs can learn how to face them with project management.

Recommendations to companies
Women employees leave when they find they have no support whether within the organization or on the home front. Our social system is such that women are expected to perform certain roles and made to feel guilty if they don't. There is a conflict between their aspirations career-wise and responsibilities at home.

Companies should identify their needs and create a support system. They must offer flexibility to women employees because when you are given flexibility, you are even more committed.

Sometimes, women lack confidence in their capabilities. A little assertion helps. Companies must nurture them (into becoming assertive).

Qualities in women project managers

I find that women have inherent project management skills. They are good at multi-tasking, which is a skill required in project management. They also take prompt decisions in an ambiguous environment. They can clear the ambiguity. They are able to quickly figure out what the problem is. They prioritize quickly. They are good at time management, which is the crux of project management.

Relevance of project management

A certification in project management is very relevant, because it provides a common platform, a common language, a common process, and common knowledge areas in any environment, including a multi-cultural, multi-country project environment.

Tide Over Tough Times

Ms. Vandana Malaiya
Director, Delivery Excellence
IBM India

The journey

I did Electrical and Electronics Engineering from Birla Institute of Technology and Science, Pilani. I wanted to get into hardware R&D. I joined DCM DataSystems and worked there for 10 years, of which two were in the U.S. While at DCM, I happened to work on ISO9001 Certification. The work helped me get broad-based knowledge of software engineering and project management. Later, I moved to Bangalore and worked at Verifone, before becoming an entrepreneur for nearly a decade. I come from a business background and always wanted to set up my own business. The experience gave me a sound background in setting up a business. While running it, there were gaps that had to be bridged; so, I had to build my capabilities. I did courses in finance; I trained in HR. I sought seed capital from angel investors. I took exceptional risks, learned how to network. It was a very interesting experience. Handling different situations right then and there became a part and parcel of my life. Later, I successfully sold my business.

Then I joined IBM, and was able to leverage all my previous learnings at IBM.

My achievements

The highpoint in my career has been going through the whole gamut of setting up a business, running it, and successfully selling it.

Tips for women project managers

There are phases in a woman's lifecycle when you may want to give up, but I believe that the tenacity to hold on matters a lot. You must understand that the need/phase is not permanent; you can tide over it. While in that phase, seek help, figure out a way that works best, or take a short break: whatever works. You must be able to continue to work throughout the life phases. Discipline, rigor, time management, structure, prioritization, and delegation will see you through. I have seen my other colleagues also manage because of these.

Enablers helping women today

Flexibility is a must, whether to work out of home or in other ways, and companies must offer that. IBM is phenomenal in terms of support.

Equal opportunity being the norm is a critical factor. It must be reinforced. A policy around lifecycle changes helps a lot. It would help if the company remained connected with employees when they are away (say on maternity leave) through newsletters or updates. Creches close to the work place take the pressure off working mothers.

PMI & Women Project Managers

PMI has been conducting a regular survey to take a comprehensive look at compensations for project professionals across the globe. **The PMI Project Management Salary Survey— The Seventh Edition** was conducted in 2011 and is based on self-reported data from more than 30,000 project management practitioners from 29 countries around the world. Among other parameters, the report shows disparities between the salaries of men and women project managers across the world, and thereby creates awareness about it in the industry. Refer to this link for more http://www.pmi.org/Knowledge-Center/Virtual-Library-Project-Management-Salary-Survey.aspx

PMI & Women Project Managers

PMI has launched a video series on YouTube, titled "**Women in Project Management**." In this widely viewed series, Ms. Beth Partleton, PMP, PMI Board of Directors, speaks about her journey, project management as a career for women, and more. To watch the series, refer to this link for more http://www.youtube.com/playlist?list=PLSP5iPcvxpPi6QVjsnPJMixCp7-C45mif

PMI Educational Foundation runs a scholarship program for women project managers. **The Women in Project Management Scholarship Fund** goes out twice a year for a maximum value of US$ 2,000 and is open to women practitioners from anywhere in the world who wish to take a project management continuing education course. Refer to this link for more http://www.pmi.org/pmief/scholarship/scholarship-women-in-pm-sig.asp

PMI has a Specific Interest Group (SIG) for women project managers. The **Women in PM SIG** help members with common interests and industries to come together and share ideas, challenges, and concerns across geographical boundaries. Through networking, developing technical papers, teleconferences, and collaborative work on special projects, members have a unique opportunity to learn and grow.

Own Your Career

Ms. Rani Chittaranjan Das
Associate Director
Business Information Management - Chief Technologist's Office - Center of Excellence,
Capgemini India, Hyderabad

The journey
I started with marketing in the manufacturing industry, with a paint manufacturing company. I grew with the company, learned all my initial skills there, and performed various roles, from personnel management to marketing support. I then moved to a more specific role at Nagarjuna Coated Tubes Limited, from domestic to export marketing. Following that, I worked for 10 years at ITC Ltd. in the exports line, handling export finance and working capital management. I also qualified in MBA Finance.

Next, I worked at Satyam for 10 years and was operations head of Satyam Learning Centre. As a learning consultant for banking and finance, I pioneered several activities. The first onsite learning program launched by me was held in Washington. I institutionalized a lot of learning initiatives, and cross-geography and cross-functional best practices. Later, at Deloitte, I headed the leadership program, building a leadership pipeline from the campus to the CEO level.

Deloitte was active in project management. I also headed the project management center of excellence; we had 250 homegrown PMP® certified professionals. The programs were high-intensive, with case studies, real-time scenarios, high quality training; it ran like a well-oiled engine.

I completed my PMP® certification in 2009. By nature, I am framework-oriented, process-driven, checklist-driven, into stakeholder management, risk management, and plan Bs. Without knowing it, I was applying project management principles at work.

My achievements
My achievement lies in developing people, making them competent, and giving them skills to become successful. A couple of papers are also my achievements – at the Project Management Conference in Satyam on developing project induction and client exposure, and the PMI Conference at Colombo in 2010, on leveraging project management skills in learning and development.

Tips for women project managers
Own your career and life. In college, girls have great aspirations, but later succumb to lifecycle pressures and get into the victim mode. Instead, have a plan, focus on it, and know when to dial up or dial down; when necessary, take a specialist role where you work alone, or go into virtual teaming. Speak up about your constraints without getting emotional and find solutions.

Compete with yourself rather than others. Women change their roles and careers to suit their families. Do the reverse – be focused and maneuvre things around that. Use your prioritization, plan management, multitasking, negotiation, and people management skills at work and home. Don't blame the environment; look within for answers. We must be managers at home: develop a mindset of customizing your plans to achieve your goals. Delegate, outsource domestic work.

Enablers helping women today
In IT and consulting firms, the management is sensitive to work-life balance. Many offer working out of home, flexi-timing, or virtual teaming.

Work on Your Life as a Project
Dr. Deepa Bhide
Associate Medical Director
Net.Orange

The journey
My parents are doctors, so it was natural l became one. I studied MBBS at Gandhi Medical College, Hyderabad. After my post-graduation in pediatrics, I practised for a decade as a pediatrician and neonatologist.

But I wanted to do more. IT was the buzzword then. So, I became a trainer with a company which did medical billing and coding, through an outsourced project on healthcare from U.S. Later, I led a knowledge process outsourcing engagement with a project in Denver, Colorado, U.S, involving 50 doctors. I learned to manage complex projects and issues around high-end resources. That's when I got involved in project management. Getting myself certified as a PMP® in 2008, I was among the top few physicians with the certification.

Joining Cognizant as a domain expert, I was part of the center of excellence team in the healthcare business unit. I then worked with a couple of U.S. companies in the electronic health record area, interacting with the top-end of the chain. I trained healthcare and ancillary professionals to acquire the skills to work in sync with doctors in U.S.

I also brought out two papers: The first was "Patient care, a project management perspective." I have a mapping of *A Guide to the Project Management Book of Knowledge (PMBOK® Guide)* to the actual life of a patient, something that Harvard Public Health looked at. I also conducted two webinars for PMI in 2011 September and December that were telecast globally. The second paper was "Project management for knowledge process outsourcing projects."

I am now writing a paper on management for reducing patient re-admission. Using frameworks from fields like aviation and supply chain, I apply them to healthcare.

My achievements
A great achievement is when patients come to you, tears in their eyes, saying you helped me get better. Another is my paper on patient care.

Tips for women project managers
Ensure you have ancillary support so that you can focus on your career. Women must work at their own lives as a project. Born project managers, they manage projects, conceptualize them, focus on risk management, and scope and time management. They only need to hone these skills. Project management helps you focus, organize your work, understand risk and its mitigation, become disciplined, and avoid distraction. Also, project management is applicable to any field.

As for healthcare, health is a great enabler for women. ICT has been a great enabler: with technology, even women in rural areas receive health education. But there is much to be done at the grassroots for the ground staff. One can apply the project management framework here, too, to understand the scope, make the desired impact and deliver.

In a Man's World
Ms. Amita Thakurdesai
Head - Planning, Monitoring, and Estimation
Tata Realty and Infrastructure Limited

The journey
I got into this field by choice. Creating something new and the sheer volume of work involved attracted me to civil engineering. During the course, I was impressed by the different facets of projects and went on to do construction management. Starting my career in the country's largest contracting company, I moved on to another infrastructure giant and now work with a developer. Experience in each company has been unique in itself: be it handling initial planning, resource allocation across 100 projects, cost and

time monitoring, strategic planning, dealing with different aspects of projects worth more than Rs. 500 crore, to heading estimation and planning portfolio. I also wanted to do my bit for society by contributing towards building better infrastructure.

My achievements

I currently head estimating, planning, and monitoring in my organization. Being a woman and heading such a department is not easy. I started as an assistant engineer with Larsen & Toubro – Engineering Construction Company (L&T ECC). I was the first woman taken on board the construction wing. It was very challenging to work and prove myself in a male dominated industry. But sheer hard work and perseverance paid off. My confidence in my abilities helped, and when I faced roadblocks, I employed two strategies: refusing to take criticism and prejudice personally; and expanding my experience by accepting new challenges. I continue to do that today. I was also lucky to have had bosses who believed in my capabilities and never made me feel inferior to my male colleagues. Later, I looked after the resource department at L&T-ECC for its western region. Working in Hindustan Construction

Company was different: handling large infrastructure projects from the corporate office for the first time was a new high. Involvement in the engineering marvel - the Bandra Worli Sealink, the Lavasa township, and handling the road portfolio from the monitoring cellare highlights of my career there. Working in a developer setup in Tata Realty and Infrastructure Limited (my current employer) has also been a different experience.

Tips for women project managers

Hard work and passion are necessary to achieve your biggest dreams. Your social life will suffer at intervals, but remember your goals and understand that this is part of the journey. Do not shirk responsibilities. Focus is key. If you believe in something, others will, too.

Enablers helping women today

When I started 17-18 years ago, I was sometimes advised to rethink my choice of career. But over time, I enjoyed working with people who have started accepting the presence of women in this field. This indicates our society is evolving. That is a huge enabler, besides support from society, family, and associates.

Build on Knowledge

Ms. Shagufta Inamdar
Learning Consulting Head, Talent Transformation
Wipro Technologies

The Journey

My initial years were spent in handling various roles in training institutes. In one such premium institute, I was in charge of executing training programs, with 70 plus faculty members and multiple courses round the clock. Managing this manually was a herculean task. I was then exposed to MS Project, a planning and allocations tool which addressed all our concerns. This was the beginning of my association with project management. I started conducting sessions on project management concepts and tools and in parallel, completed my CAPM®, PMP® & PRINCE2 certifications. At Wipro Technologies, I have been holding the mantle for PMI Registered Education Provider initiative for the past seven years.

Currently, I manage the fresher induction program where 10,000-15,000 fresh graduates get trained annually. A complex set-up with 60 different types of programs, it works like a factory; my project management knowledge helps me execute it flawlessly.

My achievements

I am a member of the Champion Advisory Committee for PMI

India's Champion Program. I won the leadership excellence award from PMI India in August 2012. I have been an invited speaker in Reserve Bank of India and the National Institute of Banking Management; and have an excellent performance record and fast track growth in the current and previous organizations.

Tips for women project managers

Create a good support system for a work-life balance. Don't try to be a super woman. Be confident, set clear goals. Update your knowledge. Men do a lot of this, women do not, as they are involved with family when free. Add on certifications and qualifications, if required. Adapt to the environment. Don't give up, there's always a way out. Don't wait to get noticed, promote yourself. Take credit for your success. Make an effort to network.

Advice to women project managers

Capitalize on your strengths: Women are known to be good at multitasking, organization, and planning skills and detail. These help you succeed.

Manage your team well: You are as good as your team. Understand your team members' skills and utilize them appropriately, keep them motivated. Emotional intelligence and patience are key skills.

Add global accreditations: Ensure you have credentials in project management, a PMP®, PgMP® or PRINCE2, as seems suitable, adding weight to your profile. Giving you confidence, this is a testimony of your knowledge in the discipline, going beyond your experience.

Enablers helping women today

Many companies have diversity initiatives, and promote gender equality. Besides, HR policies have become more flexible offering half-day half-pay, extended maternity leave, crèches, and flexible working hours.

However, a lot of companies need to address these issues of women employees.

Bring Out the Best in the Team

Prof. Vanita Bhoola, PMP, PRINCE2
Assistant Professor, Project Management
S.P. Jain Institute of Management & Research

Your insights into project management

As a faculty in project management, I have conducted programs to train project managers across various industries. The data of the past five years would show a near-flat curve in the growth of project management skills among women.

A majority of them are from the information technology, financial services, consumer goods, and healthcare sectors. In India, we do not find many women project managers in infrastructure or construction projects because of issues like safety, working late, and demanding onsite conditions.

Tips for women project managers

Discipline and adherence to all aspects of project management is crucial for a project to be called successful. It's not only go-live, but long-term sustainability and maintenance which also speak of project quality.

Robust documentation forms a key part in making the project manageable, even after it is over and enhancements are needed. The integral planning and execution skills of women, plus negotiation and soft skills make them apt for project management roles. Courses such as PMI's can add tremendous value to their careers. A project manager should constantly update her knowledge in project management.

Qualities in women project managers

Robust and clear documentation of the entire end-to-end project has been observed to be quite high among women. This helps in learning from mistakes and tracking projects to avoid mistakes in future.

Women are born multi-taskers and put in additional efforts which show in the final deliverable. Also good at using emotional connects, women help rally the team, and usually bring out the best in people.

Besides project management skills, women seem to excel in communication, motivating teams, and simplifying complexities in a project. Moreover, managers and organizations find it much easier to track their work due to their disciplined and sincere approach.

Recommendations to companies

In companies, HR needs to provide work from home, video conference facilities, etc.

Traditional male dominated industries such as mining, steel, and infrastructure projects must offer more incentives for women participation. Again, technology can play a key role: by not having the project team necessarily be on-site all the time. High definition video facilities are available on smartphones today. Leveraging advances in technology will change the paradigms of traditional project management: through flexible work timings, working from home, and the use of remote connectivity and smartphones.

Women project managers are generally more sensitive to social issues and aware about such dynamics. Organizations must have a strategy to have a healthy male-female ratio in project management roles. Sponsoring programs like PMI's for women associates can motivate them to become project managers.

Relevance of project management

Project management has grown in the past five years in India. Organizations are accepting that there is a strong need for it. When recruiters hire from our institute, they insist on those with knowledge of project management.

Breaking the Barriers, Bringing in Change

BY SONALI BHATTACHARYA

Equal opportunity brings in equal responsibility for women, says Sonali Bhattacharya.

What is the opportunity? Diversity in the workforce is increasing with changes in the work environment in almost every industry at all levels of operation. With International Women's Day just around the corner, it is great to witness more women playing the role of project leaders or managers today. While the proportion remains different across industries, it is evident that the professional risk appetite of women has increased. The opportunity now lies in the ability to capitalize on the momentum of changes being built and work towards greater empowerment of women.

Is that a game changer? Yes, it is. Be it a social or business project, it calls for a fair balance of intelligence quotient (IQ) and emotional quotient (EQ). Women help boost the EQ in project management by introducing an element of intuition and augment the IQ with lateral thoughts. Together it magnifies the value of the project outcome. Position her well to best leverage her strengths.

Any rule of the game? Yes, just one. The project manager is a gender agnostic role. The principles are the same and hence, the expectations must be the same, whether he or she is playing the role of an end-to-end integrator, a motivating leader or an inspirational mentor. Women bring in varied styles and it is important for others in the workplace to accept those as new trends.

How to create a fair team? Foster a safe and secured environment for both men and women. Ensure everyone can contribute; decisions are taken with a collective mindshare; appreciation goes to the true contender; and right mentorship is delivered to ensure appropriate professional growth. The key to feel empowered is be equal and no means unequal by design or unfair advantage. Experiment various tools and techniques. Learn, unlearn and learn! Practice makes you perfect.

Is there any area of focus? Among the nine knowledge areas in *A Guide to the Project Management Book of Knowledge (PMBOK® Guide)*, under communication and human resources, women have hidden differentiators. To hone these skills, women must learn various tools and techniques in these knowledge areas. Women in management need to learn the art of networking, which is key to staying connected with stakeholders and helping in the successful execution of the project. The art of negotiation means to curve out conditional 'yes' and assertive 'no' in a given situation, and is another critical area of improvement for women project managers.

Finally what is the responsibility? The project manager has a role to play. If a woman holds that role, she must be a role model. As the global work environment is changing, it becomes imperative that she brings in value to the system for women to be respected as leaders. To transform from a project manager to a leader, you need to volunteer for the project management community just as your male colleagues are. Build your network, expand it and continuously bring small values to it. Encourage each one of you to associate with a mentor who inspires you. Remember gender is never a criterion to select a mentor.

Only when women put their stake in the game and break the barriers will the change begin.

(*Ms. Sonali Bhattacharya is the president of PMI West Bengal Chapter and an IT business leader in a multi-national corporation in India.*)

> **"The art of negotiation means to curve out conditional 'yes' and assertive 'no' in a given situation, and is another critical area of improvement for women project managers."**

Handy Reference for Aspiring Project Managers

BY DEASÚN Ó CONCHÚIR
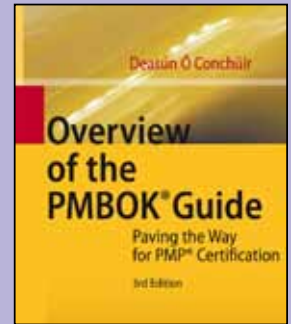
There is a proliferation of books on project management in the marketplace but not many of them make for pleasant reading. I started to read Dr. Deasún Ó Conchúir's book, *Overview of the PMBOK® Guide*, with some skepticism. How wrong was I! What attracted me the most was that the book was just 214 pages.

Born Irish and having worked in many European capitals and organizations, the author currently lives in Switzerland. He is proficient in four European languages and is widely travelled around the world as a consultant, engineer, trainer, and PMI volunteer in Africa.

The book is a product of years of field experience. While sticking close to the contents of *A Guide to Project Management Book of Knowledge (PMBOK® Guide)*—Fourth Edition, Dr. Ó Conchúir has articulated the principles and practices with personal examples and experiences. He brings alive the principles elucidated in the *PMBOK® Guide* with examples from the real world.

Neatly spaced out with icons (or signs) to denote tools and techniques, process outputs, exam tips, analogy, and pitfalls, the book makes an easy read. Each chapter ends with exam aids (a summary) and flash card terms. Chapters start with a summary of what you may expect on the next few pages. The last chapter is on ways to prepare for the PMP® examination with an index. A well-rounded effort.

What I found lacking, was content for ethics and professional conduct. Dr. Ó Conchúir has included it in the chapter on the PMP® examination. Questions on ethics constitute 10-12 percent of the exam question paper and merited more emphasis. It would also have helped PMP® aspirants had he added 20 sample questions with answers at the end of each chapter.

The highlights in the book for me were the examples and experiences that the author has mentioned. It is a good read and a handy reference in any PMI library.

Reviewed by Mr. Jacob Zachariah, MBA, OCP, PMP, is chief manager (systems) with State Bank of India. He is a PMI India Champion, volunteer, faculty member, speaker, and ethics committee member. Mr. Zachariah has judged project management awards competitions, been on scholarship committees.

R.E.P. Update

Agile Tour 2012

Mr. Rathinakumar Balasubramanian, head – agile practice, Sabcons, was an invited speaker at the Agile Tour 2012 conference in Pune and Bangalore on 15 September and 29 September, respectively. At the Pune event, he spoke on "Building Great Products – Lessons from a Successful Product Owner." His talk focussed on the challenges faced by a product owner in a large project that follows agile project management techniques, and the skills required to succeed in the role of a product owner. In the Bangalore event, he spoke on "Agile Adoption - Myth or Reality?" His talk emphasized how the adoption of agile project management techniques is intertwined with cultural aspects and the role of perception in its adoption at the enterprise level.

Mr. Balasubramanian also presented a paper on "Building a High-Performance Agile Project Team - Challenges and Best Practices" at the PMI India National Conference in Chennai.

PMI Automotive Conference

PMI India organized the second annual PMI Automotive Conference on 8 December in Pune, with the support of the Society of Automotive Engineers (SAE) India, western section. Nine experts spoke at the one-day conference that saw the participation of 61 delegates.

The automotive companies that took part in the event were AMW, Automotive Research Association of India (ARAI), Bajaj Auto, Dana Corp., Eaton, Foton, General Motors, John Deere, and three group companies of Mahindra & Mahindra. Mr. Girish Kadam, president, PMI Pune Chapter, gave the welcome address, followed by the keynote address by Dr. Arun Jaura, vice president - technology, Eaton. Dr. Jaura provided several examples of project management practices in the industry in his presentation. Mr. Shrikant R. Marathe, president, SAE India, chairman, SAE India western section, and director, ARAI, inaugurated the conference and addressed the delegates.

In the second session, Mr. Atul Karkhanis, general manager, Mahindra & Mahindra, made a presentation on "Power of project management - component development through project management approach." Next was a presentation by Mr. Sujan Roy, head - marketing service and product planning, Tata Motors, on "Risk management best practice in mobility industry."

There was a panel discussion on "Fostering innovation while developing new products in the mobility sector."The panelists were Mr. Sujan Roy; Dr. Kamal C. Vora, deputy director, ARAI; Mr. Shekhar Pranjpe, general manager, Mahindra Navistar Ltd., and Mr. Viresh Shah, country head – IT, Dana Corp. It was followed by a talk by Mr. Vishwanathan Subramaniam, general manager, Bajaj Auto, on "Challenges in concurrent engineering from project manager's perspective."

PMI conducted a quiz competition among the delegates on project management in the automobile sector. Four winners received books on project management as prizes.

The joint efforts of the PMI Pune Chapter, SAE India western section, and the PMI volunteer team of Mr. Abhishek Iyer, Mr. Jay Dholakia, Mr. Parvez Alam, Mr. Rajan Anantarajan, and Mr. Vivek Sonar turned the event into a great success.

PMI PEARL CITY CHAPTER

Student Outreach, Network Meeting

Mr. Ravi Bommakanti speaking at the network meeting.

PMI Pearl City Chapter started the year with a change in the leadership team. Mr. A. Suresh Chandra, past chapter president, has moved to a PMI global role, and Mr. Srinivas Kopparapu took over as chapter president on 1 January. Elections for the chapter board are due and vacant board positions have to be filled before March end.

The chapter organized a webinar on "Theory of Constraints" by Mr. Harish Honward, PMI Pune Chapter board member, on 13 December. The next webinar is planned in the first week of February. As part of the chapter's training program, a series of workshops for PMP® aspirants and corporate workshops are on the agenda. The corporate workshops are being conducted in collaboration with corporate houses from various industries. The chapter also conducted a workshop on earned value management and ensuring project success in collaboration with BT & BT Management Consultancy.

PMIPCC has been conducting monthly sessions for the students of the National Institute of Technology (NIT), Warangal. The session on PMP® certification for the faculty of NIT Warangal was well received. The chapter is pursuing a similar student chapter formation initiative with Jawaharlal Nehru Technological University, Hyderabad and Koneru Lakshmaiah Colleges, Vijayawada. The chapter is also supporting these institutions to conduct lessons in project management as an elective subject. On 25 January, PMIPCC conducted a network meeting. Dr. Prasad CSRK, head of the department, civil engineering & transport division, NIT Warangal, spoke on "Infrastructure growth – role of educational institutions." Mr. Ravi Bommakanti, founder and chief consultant, BBITS Consulting, shared insights on "Linking project management to industry domain knowledge."

PMIPCC presented the chapter updates during the meeting and honored new PMPs. For the first time in the chapter's history, more than 190 members attended the network meeting.

BANGALORE CHAPTER

Light for Education Project

For the second successive year, PMI Bangalore Chapter partnered with Rotary Bangalore West, to present battery-operated LED lamps to final year students in rural schools. Launched last year, the program has helped PMI reach out to close to 120 needy students. This year the scale of the program was increased with additional matching grants from Rotary International. The chapter identified Mr. Sumanth Padival, vice president, technologies, to work closely with the program to enhance its success.

Lamps distribution has been going on for the past month and a half. On 15 December, Rotary Bangalore West, in association with Kanakpura Rotary and PMI Bangalore Chapter, extended the coverage of the project to students of Government High School, Kaggalahalli on Kanakpura Road, Bangalore. The school made news last year by becoming the second best school in Kanakapura

Students of Government High School, Kaggalahalli with the LED lamps.

district in terms of pass percentage at the 10th grade school leaving examination.
Thirty needy students preparing for their 10th grade examination received the lamps. Besides Mr. Padival, Mr. Murali Santhanam, secretary & treasurer, and Mr. Amar Bhaskar, advisory board member, PMI Bangalore Chapter participated in the lamp distribution ceremony.

NORTH INDIA CHAPTER

New Board Takes Over

The North India Chapter has a new board now. During recent elections, a couple of board members were re-elected unopposed, for two positions there was a tough contest, and one member was nominated to a position since there were no nominations for that position.

The chapter board has launched two programs – Company Connect and Region Connect– to promote PMI's best project management practices among the various stakeholders and provide additional volunteering opportunities for our chapter members.

The Amity University faculty training program underway.

The chapter board has created an election nomination committee comprising of the following distinguished professionals: Mr. Tejas Sura, regional mentor, PMI Region 11, and joint managing director, Conart Engineers Limited; Mr. Ramam Atmakuri, winner of PMI Eric Jenett Project Management Excellence Award, member, PMI Chapter Member Advisory Group, and vice president, Cognizant; and Mr. Brij Nandan Yadava, vice president, DLF Home Developers Ltd. They devoted their personal time and effort to ensure the elections take place in a transparent and fair manner.

The chapter board now comprises of the following: Mr. Manoj Gupta, president; Mr. Pritam Gautam, vice president, technology; Mr. Amit Chauhan, vice president, finance and compliance; Ms. Shalini Lamba, vice president, corporate relations; Mr. Sachin Agarwal, vice president – volunteer management; Ms. Vanita Ahuja, vice president, government relations; and Mr. Hemant Seigall, secretary.

Year 2012 was a year of growth for the chapter's e-magazine, Synergy. The seventh edition was released in December 2012.

The chapter has organized several activities to advocate project management best practices in the region. One such program is the faculty development program. The chapter delivered this program with the help of chapter members and external faculty for Amity University on behalf of PMI India in Noida earlier this month. 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 with our chapter president delivered the entire training that acquainted the participants with various PMI concepts

Risk management for 25 PSUs

The chapter also delivered a program on risk management for 34 public sector undertaking (PSU) officials in the Ministry of Statistics & Program Implementation from 25 different PSUs. The program also gave them exposure about PMI North India Chapter and its activities and areas of collaboration between PSUs and the chapter. The session was delivered jointly by Mr. Manoj Gupta and Mr. Hemant Siegell.

WEST BENGAL CHAPTER
Learn & Earn Session

PMI West Bengal Chapter organized its first Learn & Earn session of the year on 12 January. Ms. Susweta Mukherjee from Tata Consultancy Services was the speaker for the session. She spoke on "Security and business ethics – a part of project management," a topic relevant in the current unstable global economy and competitive business environment, where there is a tendency to go for immediate short-term gains at the cost of security and ethics. This tendency is also detrimental to society at large in the long run.

Ms. Mukherjee highlighted the intricacies involved in adopting security as a discipline and the ethical challenges involved. While security and ethics as a discipline have their own theories and framework, what came out strongly during the discussion was the "implicit cultural and geographical dimension" behind it. This dimension tends to create its own perception and understanding of security and ethics in different cultural settings. It was a lively session with the active participation of the audience.

The participants took the discussion much beyond the stated time and continued it to the roadside teashop. They reinvented the "adda" (the term used to describe small-talk at street corners) with some professional gyan and made it "Networking Adda."

Chapter members at the Learn & Earn event.

PUNE DECCAN CHAPTER
100 Monthly Seminars

PMI Pune Deccan-India Chapter celebrated its 100th monthly seminar on 12 January. This was the 100th consecutive monthly seminar conducted by the chapter, and was attended for over 110 members and non-members.

This chapter began monthly seminars in 2005, and has been running it without a break on the second Saturday of the month for 100 consecutive months. The morning's proceedings began with vice president, corporate relations, Mr. Rahul Sudame giving an introduction of the chapter's activities over the past 100 months. This was followed by vice president, programs, Mr. Himanshu Warudkar conducting a quiz on some of the topics covered in the past 100 seminars. Later, speaker of the day, Mr. Girish Kelkar spoke about the direction the chapter will take for the next 100 seminars in terms of topics. He also spoke about the chapter's focus areas of sustainable development and social sectors.

Some of the chapter's regular attendees also spoke on their experiences and thanked the current and former chapter leaders for bringing high quality seminars to chapter members month after month. The morning proceedings ended with a networking break and high tea.

The chapter is now looking forward to its annual conference, OnTarget, to be held in February. The theme for the conference is "Sustainable growth through effective project management" and will be attended by business leaders, project managers, and senior leaders in government and professional organizations.

Board members and chapter members at the 100th monthly seminar.

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

PMI India Champion Program

With the key objective of spreading awareness about project management and PMI across industries, the PMI India Champion program ushered in the New Year with renewed vigor. The program is now expanding horizontally and adding more champions to the existing team of passionate project management volunteers.

Meet the Champions

Mr. Jacob J. Zachariah, PMP, MBA, OCP

Mr. Zachariah is an IT officer with the State Bank of India (SBI). He has been volunteering with PMI at various levels—the chapter, PMI India, and PMI internationally. He is a faculty member, speaker, ethics committee member, judge for Project Management Institute Educational Foundation, judge for books and essays for PMI USA, PMI India Champion, and much more. He is also a speaker on personality development and values.

Mr. Jayant Malhotra, PMP, MBA

Presently employed with Schlumberger, Mr. Malhotra has been associated with the oil and gas industry for over 23 years and the project management profession for the past 12 years. A graduate from Delhi University, Mr. Malhotra did his post-graduation in computer applications and MBA, and is PMP® certified. He has experience in various domains like formation evaluation, testing, total quality management, integrated business systems, process management, and integrated project management. He is a member of the Society of Petroleum Engineers and holds the official designation of program chairman for its New Delhi chapter.

Meet the Advisors

Mr. Vivek Sonar, PMP

Mr. Sonar has over 22 years of automotive industry experience with the past 10 years at senior positions with auto majors. He has a proven track record of handling, planning, and managing multi-location cross-functional projects and programs, including establishing the project management maturity model across business functions with an auto major in the country. He has been actively involved with PMI India and its Mumbai chapter, and an active speaker in PMI events.

Mr. Vimal Wakhlu, PMP, MBA

Mr. Vimal Wakhlu is a B.E. from the National Institute of Technology, Srinagar, and MBA from the Indira Gandhi National Open University. Mr. Wakhlu is the chairman and managing director of Telecommunications Consultants India Limited (TCIL). He has been actively involved in the activities of the Institution of Electronics and Telecommunications Engineers, Mumbai chapter, and has held positions of honorary treasurer, secretary, and vice chairman. He has been a visiting faculty on advanced mobile communications systems and business of telecom management. He is on the board of directors of various joint venture companies of TCIL.

Contibution of Champions

SBI is not a projectized organization. It is a hierarchical banking company. Selling the concept of project management is therefore a long and tedious process. It took Mr. Jacob J. Zachariah close to two years to achieve that. Today, the bank has started an in-house training of IT officers by PMI on project management. It also offers cash incentives for those who complete their PMP® certification. So far, 60 officers have undergone the preparatory course by PMI. The target is 200 officers.

Mr. Zachariah has put in considerable background work. One such initiative was to invite the deputy managing director, information technology, as the keynote speaker for the PMI Mumbai Chapter Conclave in December 2011. The interactions during the conference helped the official understand the importance of the PMP® certification for the bank's staff. After a series of meetings with the key stakeholders within the organization, SBI has now approved the certification processes for its officers. The bank has since been participating in PMI events. It was one of the sponsors of the PMI Mumbai Chapter Conclave in December 2012.

Mr. Jayant Malhotra has delivered a guest lecture at the Alcatel-Lucent IPM Symposium 2012 via a webinar. It was recorded and played throughout Alcatel worldwide.Those who ran the playback received PDUs.

The presentation covered the essence of competency management in HR, besides performance management, technical competency assessment, career development, and knowledge management. The talk demonstrated the value of competency management to the organization and to individuals who participated and managed it. The presentation covered the definition, process, proficiency levels, its applications in wide variety of roles, and how it is professionally managed.

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

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