

# MANAGEIndia

# An Eye For Detail Keeps Surprises At Bay

## IBM India manages scope creep in large IT projects with innovative project management approaches



*An IBM project team meeting in their Bangalore office to discuss the progress of a project in Europe*

## COVER STORY

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# Letter from the Managing Director, PMI India



Raj Kalady  
Managing Director, PMI India

Dear Practitioners,

June is an exciting month for PMI India with two regional conferences within a space of two weeks. The PMI Kerala Chapter conference was held on 8 June and the Chennai conference is scheduled for 22-23 June. The theme for the Kerala conference was “Project Management – a Catalyst for Success” in which several experts from government, academia, and the private sector spoke. The Chennai conference theme is “Deliver True Value with Effective Project Management.” The Chennai Chapter used a novel approach to select the theme. It invited feedback on proposed themes, and this theme emerged the winner with 40 per cent votes.

Our volunteers are doubling up their efforts to ensure that preparations for our flagship knowledge platform, the PMI India National Conference, go on smoothly. We have shortlisted abstracts and PMI India award nominations and the list has been announced. The conference promises to have a great line-up of speakers; a few speakers have already confirmed and we are expecting some more confirmations soon. I urge you to refer to the conference website for regular updates.

<http://www.pmi.org.in/conference2013/>

Another conference that did exceedingly well was the Pharma Project Management Conference in Mumbai on

8-10 May. PMI India partnered with CPhI India to organize the conference that had representation from a wide range of pharmaceutical companies and research organizations.

In our effort to continuously engage with the Registered Education Provider (R.E.P.) community, we had a meeting with R.E.P. representatives from North India in March. The meeting helped both PMI and the R.E.P.s understand each other's objectives and plans.

In this issue of *Manage India*, we feature two highly complex projects by IBM India. IBM has been a proponent of project management for years and has mature project management practices. I'm certain our readers will benefit from some of the project best practices that these successful projects followed.

Warm regards,

A handwritten signature in black ink, appearing to be 'Raj Kalady', written over a light blue grid background.

Raj Kalady  
Managing Director, PMI India

# Basic Ingredients That Public Sector Projects Require

BY K JAIRAJ



There is a great need for project management in the public domain. There's a perception that the government deals mainly with "soft" sectors in the public domain such as healthcare and education and that there is no need for project management practices. But that is not true. The government deals with "hard" sectors like infrastructure. Even in the "soft" sectors, project management practices are required for effective implementation. In fact, project management is the heart of implementation.

I have used project management in major infrastructure projects like in the power sector. I was managing director of Karnataka Power Corporation Limited where we worked on the Rs 15,000 crore, 450 mega watt expansion of the power project. It was financed by the private sector at an interest rate of 16.5 percent. But we managed to execute it well with no time and cost overruns. In fact, it created a record in the power sector, with its completion nine months ahead of time. We also saved a considerable amount of money.

The following are some project management practices for work in the public domain:

1. A project must be well researched and well designed, and put together within a consistent framework. Once the project is designed, there should be minimal rework. In the public domain, rework is a bane: the scope of the project, the design is changed many times due to faulty planning. In the power project at Raichur, Units 5 and 6, in Karnataka, we froze the design and scope of the project once it was in place. We allowed no changes. The iron discipline helped in the specifications being firmed up. Thus there was scrupulous implementation. That's the advantage of definiteness in a project.

2. The project should be well-funded. If it is semi-funded, the money gets dried up midstream and the project stops. Even on resumption, the momentum must be built up again. Cash gives a certain 'certainty' to a project. That certainty is critical.

3. Agencies which execute the project must possess the competence to execute it. Raichur 5 and 6 was gigantic in nature - there were 65 contracts in all. It called for an agency with competence of a high order. You must select the agency based on objective criteria such as quality, market record, track record, engineering expertise, and so on. Those of a high order perform well. But in the public sector, selection could be based on sweetheart deals. (These are undue favors shown by the procurer to the seller. For example, the procurer might enter into a deal with the seller either in terms of fixing the quality or hiking the price; he accepts substandard quality or asks for a higher price). So projects sputter away and enormous time and money are lost.

4. Today, we need a partnership approach to project execution. The owner is not the boss, the agent not the serf. The owner cannot pretend to call the shots; the contractor or agent cannot be treated like a daily wages worker. All the stakeholders must be equally involved.

5. Today, there is a need for incentives for performance. I introduced it in my projects. If the design was ready 10 percent ahead of the time frame, the person responsible for it was rewarded, he would get a bonus. If it was completed even earlier, he would get a bigger bonus. In the said project, even a public sector unit like Bharat Heavy Electrical Limited earned a bonus of Rs 70 crore, on a total project worth Rs 700 crore. Even the mechanical and electrical units got a bonus. So incentives must be a part of project management practices; however, make sure that the targets are not low.

6. Another commendable practice is good communication at all levels and all spheres – between management and agencies, at the field site, with the outside world, with finance agencies. Good communication, both external and internal, creates a performance ethic all around. It increases performance and productivity.

7. Any good project must emphasize wins and celebrate successes. A project must have milestones, and each time a milestone is reached, it must be celebrated. For example, when a milestone is reached on schedule or ahead of schedule, you must celebrate: throw a party, have a bonfire night, hold a recognition function, have it written about in the media. It may sound trivial, but what it does to the morale is critical.

At the end of the day, you must also be lucky. Because a bad politician, an incompetent bureaucrat, acts of nature, or disasters can mess up a project. But even with politicians, it can be a matter of circumstance. The bigger the project, the bigger the sense of ownership on the part of the politician. It is the astuteness of the manager that can save the day. The golden rule is that you must make the politician feel responsible for the success of the project. It is about managing the expectations of the politician.

*(Mr. K. Jairaj, IAS, retired recently as additional chief secretary to the Government of Karnataka. He has held diverse assignments in infrastructure, energy, transport, and urban development. He was principal secretary to the chief minister of Karnataka, and commissioner, Bangalore City Corporation for two terms. He helped establish the Bangalore International Airport Limited on a public private partnership basis. Currently, he is the trustee and secretary of Bangalore Political Action Committee.)*

—As told to Geetha Rao



# Write. Get noticed. Earn PDUs.

Submit your articles for the August issue by 10 July 2013

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



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



## Who is eligible for the contest?

- Chapter members
- PMI members
- PMI credential holders

## What guidelines should you follow?

- The article should be relevant to project management
- The articles should be an original piece of writing
- If the writer uses information already published, he/she should give such references.
- An articles will be rated on its topicality, high interest/usefulness for the project management community and writing style. Articles submitted after the due date will be considered for the next issue.
- It should not exceed 600 words
- The writer can email us photographs or other illustrations to go with the article.
- Selection is at the sole discretion of the editorial team.

## Why should you take part in the contest?

- Share your knowledge with the community
- Get visibility
- Earn PDUs

# An Eye for Detail Keeps Surprises at Bay

*IBM India manages scope creep in large IT projects with innovative project management approaches*

BY PANCHALEE THAKUR

New technologies and platforms, and the move towards consolidation and integration of business processes and assets have made IT projects extremely complex. A successful IT project is one that not only fulfils an organization's immediate requirements but also helps it reach its long-term business and technology goals.

With rising complexities, the risks are higher and so is the failure rate. The PMI's Pulse of the Profession™ Survey revealed that in 2011 over one-third of projects did not meet their business goal and business intent. According to a study published by Gartner in June 2012, large IT projects are more susceptible to failure. Gartner finds that an IT project of over \$ 1 million is 50 percent more likely to fail than a project with a budget below \$ 350,000. The reasons for failure can be many: highly ambitious and sometimes unrealistic expectations, complexities arising out of a geographically dispersed project team, inability to understand project requirements, and inadequate project monitoring. Project management skills are becoming critical for the success of a project. Below are two project success stories from IBM India that illustrate the benefits of applying innovative project management approaches to solve highly complex project challenges:

## Software Upgrade and Applications Migration Project

A large automotive company in the US engaged IBM India to upgrade all its 253 IT applications to one version older than the latest. The exercise was to be completed within a fixed time and cost. By the end of the upgrades, the applications must maintain their functionalities, and offer similar or better performance, resiliency, sustainability, and security.

A major technical challenge arose due to the non-compatibility of operating systems (OS) of some of the applications. Some of the Solaris applications that were architected by the company's IT team and were tightly coupled with the OS had to be migrated to Linux. Additionally, some of the latest versions of the software could not run on the old hardware; hardware renewal added to the complexity.

## Project Scope

The project scope included plan and define, architecture solution (design), code development, test, and deploy the



*An IBM project team meeting in their Bangalore office to discuss the progress of a project in Europe*

applications. Most of the applications went through each of these phases within defined timelines. Each application was treated as a project within a larger program of end-to-end upgrade.

The team came up with a master plan for all the applications with the goal that there would be no disruption of business, or change in functionality, or deterioration in performance. IBM re-architected the application platform by taking the customer's IT roadmap as a project guideline.

The goal of developing was to test the application in the new architecture and newer software versions ensuring that functionality, performance, availability, and sustainability remain at optimal levels. The strategy for testing was to perform system integration testing, performance testing, and user acceptance testing to rate its functioning and performing. Additionally, there were disaster recovery drills and security scans like web scans and technical security standards scan to be performed at the OS.

## Challenges

- Grouping 253 applications on diverse platforms, technologies, and softwares

- Conflict with business initiatives, server hosting team's priorities, and different contract priorities and scope among vendors
- Compatibility between various infrastructure, applications, third party products, and operating components, especially with the newer software version without re-writing the application
- Unknown behavior of the application for new software
- Delays from other vendors
- Unknown pieces of modules that existed but were never discovered thus far
- Conflict of timing with month end processes, business freeze, regulatory compliance
- Gaps in responsibilities among vendors

### Scope Creep and its Management

The upgrade threw open many unknown situations, and therefore presented with scope creep scenarios. Each application was likely to present different challenges because they were on diverse platforms and technologies, did not follow any determined architecture standards, and were out-of-date in terms of language, design, software, and architecture. It was extremely difficult to estimate the schedule, scope of software development work, and identify all the risks.

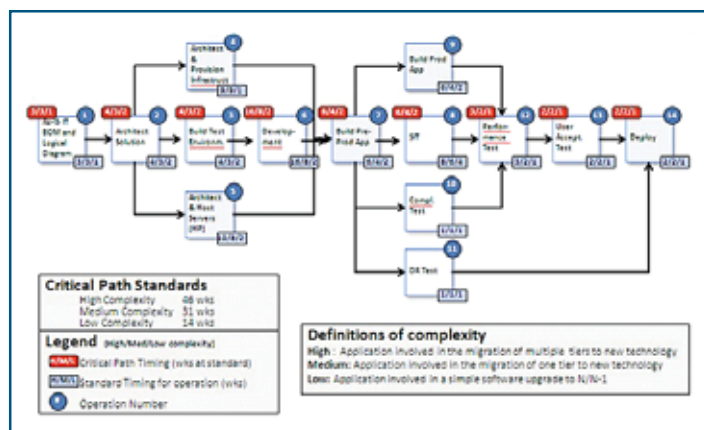
IBM analysed the possibilities of scope creep at various stages and made the company aware of it. The two parties came to an agreement to review the baseline plan and re-baseline it periodically based on data. Any source code changes beyond the task of keeping the application behave as-is was to be treated as additional work. IBM was exempt from penalties for any delays caused by other vendors. Prior agreements, defined processes, and disciplined tracking helped diffuse any crisis due to scope creep during project execution.

### Innovative Project Management Approach

This was the first time that the IBM India team was offering a service of this nature at such a large scale. To bring predictability to the schedule, budget, and risk management, the team came up with a “factory model” for planning and monitoring the program and each application as a single project. The “factory model” provided predictability, repeatability, consistency in monitoring and reporting, enabled managing risks and issues, and yet provided a broader view of the project.

The following were the key features of the model:

1. The “factory model” defined 14 standard operations (milestones) that would be applicable for the migration/adaptation project.
2. Critical paths for the 14 operations were determined.
3. The standard duration for each milestone was determined based on the complexity of the application.



The “factory model” that helped the team plan and execute the project efficiently

4. Applications were classified as high, medium, and low complexity.
5. A master schedule was created that formed the basis for the model.

### Outcome and Best Practice

The project execution and the factory model could now be used as best practices for similar situations. Also what worked was the testing strategy. Testing was scheduled for a small group of testers where several applications were lined up for testing with varied technology platforms and different levels of testing.

“The application migration to newer versions of software, the latest hardware, and the latest IT architecture completed without any disruptions to business. The project won us accolades from the customer for the innovative approach and meticulous execution,” said an IBM project manager.

### SAP Roadmap Project for EMEA Region

A global leader in consumer products entrusted IBM India with the task of helping the company’s various businesses integrate and transition into common business platforms and systems. It was a time and material contract. The engagement was a part of the company’s 2013 roadmap for Europe, Middle East, and Africa (EMEA) and involved transitioning of its EMEA business to a European Operating Company (EOC) model, integration of a newly acquired business onto its SAP platform, and transitioning of its EMEA business from legacy ERP systems to the SAP Catalyst platform.

### Project Scope

A number of these multi-country projects in Europe were to go live on the same day – 26 April 2013. Those projects were:

- Harmonization of the global master data for the company
- Rollout of the company’s EOC model in six countries





“ Organizations must adhere to a strong project management methodology. Following a detailed process ensures that a project stays on track. Regular project reviews are important and adherence to CMMi compliant processes helps. The best practices and lessons learned must be documented in knowledge management systems for further harvesting. Processes, methods, and tools can guide project managers from project inception to closure. ”

— Ms. Sudha Y, PMP

*Project management community lead, project management center of excellence, IBM India*

and 14 plants. These countries were Lithuania, Poland, Czech Republic, Slovakia, Hungary, and Bulgaria

- Advance planning and optimization to enable a fully integrated supply chain planning process for all the company's businesses. The supply planning process included 41 business units in the United Kingdom, Ireland, and Germany, and production planning included three manufacturing plants in the United Kingdom and Germany
- The record-to-report finance process consolidation project that included multiple smaller projects

Project management was responsible for planning scope, cost, schedule, and communication; executing the project as per the plan and standards set; monitoring delivery reviews and quality assurance; controlling cost, quality, scope, and schedules; and project closure. The quality parameter defined was to deliver optimized code with minimal defects.

## Challenges

The main challenge in this project was to define the scope and prevent scope creep. Though the baseline was finalized, scope changes were a distinct possibility. The project faced the following challenges during the various stages:

**Planning:** Being an SAP template rollout, the main challenge during planning was to identify local legal requirements for all the countries within the project scope. It also involved significant travel for the project team members.

**Designing:** The baseline scope was designed as per the requirements provided, but the lack of clarity on the legal requirements put the project in danger of scope creep.

**Implementation:** Availability of resources was the main challenge. IBM managed it by using the core and flex concept of the factory model.

**Development:** There were many projects going live in the same development landscape. A major challenge was the sharing of development objects among other projects. This was overcome by seamless collaboration of all the projects involved in the development of the shared objects.

**Monitoring:** The project team needed to travel a lot during each cycle testing stage. Keeping a tab on the travel expenses was a challenge. Stringent tracking of the travel and other expenses was implemented.

## Innovative Project Management Approach

The team realized early on the possibility of scope creep jeopardizing the project schedule. The IBM project management team raised this issue with the client and finalized the below approach to deal with the changes:

1. Implementation of strong change control process
2. Identification of required vis a vis good-to-have changes
3. Existing production issues to be routed through support change
4. Accommodate the required legal changes only

The project used the SAP Global Template Ascendant approach. It involves multiple phases of evaluation and creation of blueprint solutions, and testing and customizing before the final output.

Stakeholder management was key to the success of the project. Organizational change management was in place and helped business users adopt the new solution across countries. The team conducted workshops for users who passed on the learning to other users in the company. The handover after go-live was gradual:

**Week 1-2:** project team took ownership of all the issues raised

**Week 3:** project team provided support for low and medium defects

**Week 4-5:** the company's support team took charge with the IBM team working as shadows

“The go-live went off successfully and without any issues. The approach of gradual transition after the go-live stage where IBM continued to support the client's IT team proved prudent. Our efforts came in for appreciation from the client,” said the IBM project incharge.



# PMI Pharma Conference Kicks Off

PMI India partnered with CPhI to connect project managers across the pharmaceutical industry for the Pharma Project Management Conference on 8-10 May in Mumbai. The conference helped generate considerable interest in project management and highlighted the need for project managers in this industry.

Day one of the conference had the right blend of topics, ranging from project management in the pharmaceutical industry to its application in various departments such as research and development, clinical research, supply chain, and manufacturing. Industry experts Mr. Sanjay Bhanushali and Ms. Megha Thakkar, PMP and PMI India Champion from Cipla, Mr. Sanjit Singh Lamba from Eisai Knowledge Centre, Mr. Varada Bapat, PMP from Wockhardt, and Mr. Sanjay Akhani, PMP and PMI India Champion from Quintiles spoke during the conference. Mr. Mohan Pandey, PMP from Bristol-Myers Squibb introduced a new and unique concept called “Anti-fragile project management.” Conference chairperson, Dr. Deepa Bhide, PMP, from Net.Orange Inc and board member of PMI Healthcare Community of Practice, shared her experiences of handling children as a project and encouraged delegates to be participative in a Q&A session.

Day two of the conference included discussions on some unique concepts such as fast track project management, product lifecycle management, and the role of a pharmaceuticals project manager. Experts who took part in the discussions were Mr. Sai Sethuraman from Hospira, Mr. Prasad Kulkarni from Dr. Reddy's Laboratories, and Mr. Shyam Khante from Shyam Khante Associates. Mr. Rami Goldratt, CEO, Goldratt Consulting conducted a two-hour session on the theory of constraints and enlightened pharma project managers on the applicability of this concept. Mr. Abhishek Mittal, PMP and PMI India Champion from Biocon brought in some fun



*The PMI India stall receives a steady flow of visitors*

element to this technical conference with a quiz on project management fundamentals.

There was a hands-on workshop on MS-Project 2010 on the concluding day. Ms. T. Vijayalaxmi introduced project managers to the effective use of the various functions of MS-Project through this workshop.

PMI received highly positive feedback from delegates. “The Pharma Project Management Conference was excellent in all ways. The presentations were informative and interesting. The discussions and networking gave delegates perspectives from both the Indian and international viewpoints. The conference was an excellent place to share information, know people, and gather knowledge,” said a project manager from Fresenius Kabi Oncology Ltd.



*Mr. Sanjay Akhani, PMP and PMI India Champion from Quintiles*



*Mr. Abhishek Mittal, PMP and PMI India Champion from Biocon*



*Dr. Deepa Bhide, PMP, from Net.Orange Inc*

# Project Management Methodology Selection – Critical to Success

BY YELDO P VARGHESE, PMP



## Background and Context

Research by the Standish Group shows a staggering 31.1 per cent of IT projects will be cancelled before they get completed. Further studies indicate 52.7 per cent of IT projects will cost 189 per cent of their original estimates. The cost of these failures and overruns are just the tip of the iceberg. The lost opportunity costs are not measurable but could easily be in trillions of dollars. Why do projects fail, i.e. overshoot their original budgets? The Standish Report says the factors for failure could be lack of user involvement, lack of executive management support, inadequate planning, resource commitment, and incompetency. This article examines a more fundamental factor—project methodology selection.

A project methodology provides a process for managing projects. There are several project management methodologies such as Projects In Controlled Environments, Unified Project Management Methodology, Managing Information Technology Projects, and Microsoft Solution Framework. There are several development methodologies such as waterfall, prototype, iterative, and agile project management. These methodologies are designed to increase the repeatability of project execution success. According to SPIResearch's 2011 Professional Services Maturity Benchmark study only one-fourth of organizations have their own standardized processes for managing projects and only 15 percent use metrics and controls.

## Right Methodology and Collaboration

Methodologies are useful for projects when implemented in the right spirit. However, often one fails to realize that the right methodology must be selected and/or customized to align with the environmental factors covering stakeholders, processes, and tools. Since every project is unique, it is likely that the environmental factors will be unique too. For example, if you intend to follow the Scrum method, where the product owner indicates his unavailability on a daily basis, it could lead to delays during execution. The industry practice today is collaboration, i.e. share and get the buy-in of the methodology/approach from key stakeholders. This prevents future surprises.

## Spirit and Intention

Projects today are being delivered using globally distributed teams. Effective communication is essential. The project manager needs to be aware of the cultural issues in working

with a diverse and virtual team.

Project managers often do not build specific communication requirements into their plan. Although a methodology is present, the tools and techniques are not utilized in the right spirit.

In order to communicate as per the agreed methodology, one must build the necessary infrastructure within the project to: obtain the relevant information at the right time from the right stakeholders, and to communicate the information to others at the right time. In some cases, help is taken from project support offices to derive metrics and reports to share with the stakeholders. The project manager should also be aware of the project performance parameters such as scope, schedule, costs, quality, and staff plans to be able to respond to any unplanned queries. Where projects are quantitatively managed, metrics are used to forecast project performance. This depends on the maturity of the project management methodology being adopted.

## Planning Challenges

An experienced manager knows how detailed the planning needs to be. It requires time, especially if one needs to cover all the knowledge areas specified in *A Guide to the Project Management Book of Knowledge (PMBOK® Guide)*. One of the most common bad practices is inadequate time given to planning. Project managers are expected to produce deliverables from day one. Such projects often face challenges later on and time is spent in fire-fighting. In this scenario, despite the usage of the right methodology and the availability of tools and techniques, lack of prioritization on the planning around implementing the project methodology results in fire-fighting situations.

It is important that the right methodology be applied to every project and the procedures are followed in spirit to ensure project success. Moreover, explore and use the necessary tools and techniques that are part of the methodology. Since, the project methodology selection influences procedures and activities for the rest of the project, it is important to get this step absolutely right.

*(Mr. Yeldo P Varghese, PMP, has over 15 years of experience in IT services organizations and has delivered engagements of various complexities. He is currently a delivery manager at Capgemini managing geographically distributed multi-functional teams.)*

## PEARL CITY CHAPTER

## Upgrading Knowledge Through Workshops



*Faculty members of PMIPCC at the upgrade workshop on PMBOK® Guide—Fifth Edition*

Now that *A Guide to the Project Management Book of Knowledge (PMBOK® Guide)—Fifth Edition* is available, the chapter has begun initiatives to spread knowledge about it among its various stakeholders. The first workshop on the latest version of the *PMBOK® Guide* was conducted in April. There was a workshop for chapter members, followed by a workshop for Deloitte. The chapter also conducted an upgrade workshop for all its faculty members. Based on the response of these participants, there are plans to conduct regular workshops on this edition of the *PMBOK® Guide*.

In line with PMI objectives of encouraging and engaging volunteers, the chapter has been working on multiple models of volunteer engagement. Each board member has been mandated to create volunteer opportunities, which is then published in the chapter website. In order to further augment this process, the chapter conducted a volunteer management meeting to increase the volunteer base, which received an encouraging response.

## PMI PUNE-DECCAN CHAPTER

## Collaboration with PMI Memphis Chapter

PMI Pune-Deccan Chapter has moved a step ahead by collaborating with international associations. Ms. Rekha Rao, member, PMI Pune Deccan Chapter, presented the chapter's overview to PMI Memphis Chapter members during her US trip. PMI Memphis Chapter will now work with Pune-Deccan Chapter.

During the initial stage of this association both chapters will focus on generating value to its members. Chapter members can now attend each other's seminars, exchange seminars,

and share newsletter content. Pune-Deccan Chapter members will be exposed to a global forum, and can learn and share project management best practices from another country.

The chapter held two seminars on 11 May as part of its monthly seminar series. The themes were "Project Management Tools and Techniques" and "Soft Skills for Project Managers and Managers." The seminars attracted over 50 members. The chapter also felicitated seven members who recently received their PMP® credentials.



## BANGALORE CHAPTER

## PM Footprints Reaches Milestone

In continuing with its pursuit of promoting project management knowledge, PMI Bangalore Chapter has taken steps to revise its training material as per *A Guide to the Project Management Book of Knowledge (PMBOK® Guide)*—Fifth Edition for its PMP Quest training program. The training based on the new curriculum is expected to start in June. Members can download the e-book version of the same from the PMI website for their use.

The chapter hosted the 200th session of PM Footprints on 14 March. It is a milestone in the chapter's history. Mr. T.R.Anand, management consultant and advisor, spoke on "Customer Centric Project Management – Business Perspectives" and it was attended by nearly 80 practitioners.

PM Footprints was launched in October 2006 to provide a platform for sharing the experience and knowledge of project managers. It is held every alternate Thursday at Royal Orchid Central Hotel on Dickenson Road in Bangalore. The popularity of the program can be gauged by the number of participants who attend these sessions regularly.

The chapter recently concluded elections to fill vacancies for three positions in the chapter's executive committee (EC).



*Mr. MS Hiremath, PMP, vice president, programs, PMI Bangalore Chapter, presenting a token of appreciation to Mr. Anand*

Join us in congratulating the new EC members – Mr. Basu Dutta, PMP, Mr. Nimish Mehta, PMP, and Mr. Venkatachaliah Babu, PMP.

## WEST BENGAL CHAPTER

## Continuing Education Program

PMI West Bengal Chapter holds one-day workshops as part of its continuing education initiative. The first such work-

shop this year was held on 11 May. The workshop was on one of the most challenging areas of software development, "Estimations Used in Software Industry." It covered both traditional methods like Use Case Points and Function Points, and the latest methods used in software development based on the agile project management approach.

The workshop was anchored by Ms. Susweta Mukherjee, PMP, principal consultant, Tata Consulting Services; Mr. Ronaka Roy Khatri, senior consultant, Tata Consulting Services, and Mr. Saikat Dutt, PMP, associate director - projects, Cognizant Technology Solutions.

The speakers used examples and demonstrations to make it an interesting learning experience for the participants. Participants' feedback has been encouraging. The interactions and networking during the day's proceeding led quite a few participants to come forward as chapter volunteers for various activities.



*Ms. Susweta Mukherjee at the software estimation workshop*

(Chapter news is contributed by Capt. L.N. Prasad, Mr. Soumen De, Mr. Rinoo Rajesh, Mr. Tapan Kumar Jena, and Mr. Ravi Vurakaranam.)

## Awareness Session in Gurgaon

PMI India conducted an awareness session with the practitioner community in Gurgaon and Noida on 12 April. The meeting, held at the Ericsson Gwal Pahari premises, was hosted by the Gurgaon Project Management Community. Members from Noida joined the session through video conference.

Mr. Shine Sahadevan, head – organizational market, PMI India, spoke about PMI India initiatives during the session. Mr. Sahadevan is responsible for advocating the project management profession within the organizational market with a focus on IT/ITES and telecom companies.

The session saw free-flowing discussions on various topics, such as the PMI Agile Certified Practitioner (PMI-ACP)<sup>®</sup> certification, PMI India chapters, and current project management trends. There was special emphasis on the telecom sector with deliberations on competencies needed for success in this sector, current skill gaps, and the high level objectives articulated in the National Telecom Policy 2012. Participants also took part in a quiz on PMI designed by PMI India Champion Vinay Agarwal, PMP.



*Mr. Shine Sahadevan during the interaction in Gurgaon*

## Internal R.E.P. Talk on Quality Improvement

The Internal Registered Education Providers (I.R.E.P.), which is a part of the PMI India community, setup a platform for project managers to collaborate and share ideas. This platform serves as an information bridge for different participating organizations in Internal R.E.P. to share new best practices in the areas of research and development, global customer delivery, and third party management.



*Mr. Karthick Rajapandiyam, senior project manager, Alcatel-Lucent*

As a part of this initiative, Internal R.E.P. organized its third talk on 5 April 2013. It was a virtual talking, which practitioners from Alcatel-Lucent, Sasken, and Datamatics Technology attended. The speaker, Mr. Karthick Rajapandiyam, senior project manager, Alcatel-Lucent, presented on “Quality Improvement Practice for Third Party.” The session started with an introduction of the speaker by Mr. Vineet Chandra, engineering manager- quality, Alcatel-Lucent. Mr. Rajapandiyam elaborated on common pain points and ways to solve them by following certain quality improvement practices.

## North Region R.E.P. Meeting

The first regional R.E.P. meeting for North India for 2013 was held on the 14 March in New Delhi. As many as 14 R.E.P.s participated in this meeting to share their accomplishments and seek updates of PMI India. The meeting provided them an opportunity to exchange ideas, network, and share thoughts among community members.



*North India R.E.P. representatives at the meeting*



# PMI Champion Program Reaches 2-Year Anniversary

As the PMI India Champion program completed two years this April, the Champion Advisory Committee (CAC) met with Mr. Raj Kalady, managing director, PMI India, on 20 April in Mumbai. The meeting provided an opportunity to review the program's progress in the past two years and decide the future plans. Mr. Ketharinath Kamalanathan, PMP, chairperson, CAC, received an emotional adieu as he completed his two-year tenure at CAC. The CAC acknowledged his contributions to the program. Mr. Ganesh Puthucode, PMP, member, CAC, who has left CAC after two years for personal commitments, was also given a farewell.

Mr. Kalady announced the names of the new chairperson and co-chairperson for CAC for the next one year – April 2013 to March 2014. Ms. Shagufta Inamdar, PMP, is the new chairperson and Mr. Vivek Sonar is the new co-chairperson. The CAC team reviewed the program's progress and discussed key action points for the year ahead.

## Launch of Champion Portal

With the Champion program spreading wide and fast, there is a need to track its progress. That gave rise to the idea of having a comprehensive web solution for the program. It will be integrated with the Champion website. It will be used to submit Champion goals, track results and achievements, document interactions between Champions and mentors, identify star performers every quarter, and integrate the results with the rewards framework. To come up with a



*The Champion advisory council members with PMI officials*

feasible web solution, a sub-committee was formed in July 2012 that comprised of PMI India Champions, CAC members, and administration team members. The sub-committee members were Mr. Vinay Kumar Agarwal, PMP, Mr. Sampath Kumar, PMP, Mr. Vivek Sonar, Ms. Shagufta Inamdar, PMP, Ms. Leena Gupte, PMP, Ms. Swati Pant, and Mr. Chiranjeev Singh from CyberMedia.

The sub-committee's task was to finalize the requirements and get the solution developed. The requirements were captured through progressive elaboration and the scope document was submitted to the vendor to initiate the work. Coordination among team members was important as it was a virtual team. Single points of contact (SPOC) were identified from the sub-committee and the development team, so as to ensure that the development happens as per the scope document and to avoid obvious communication gaps. The solution went through several development phases over the next 4-5 months. Periodic reviews within the sub-committee and also with CAC chairperson ensured that the project stayed on course and within the agreed targets of time and cost. The entire development was completed over seven months. The piloting was done at two levels – first within the sub-committee and then expanding it to a live environment by involving more CAC members and Champions as real world users. The solution was formally launched on 24 April to the entire team.

The successful development and launch is attributed to the detail scope document, identification of SPOC early in the program, periodic reviews within the sub-committee to track progress and resolve issues, and the commitment of all team members.



*Champions at the North India felicitation ceremony*



## PMI India Champions Felicitation

This year PMI India recognized Champions for their contributions in the third and fourth quarters of 2012 through events held at different cities.

The Chennai event was held on 4 May in which Champions networked, shared their experiences, and received felicitations for their contributions for the region. They received Champion badges from Mr. Kamalanathan, PMP.

A similar event was organized in Delhi at TCIL Bhawan on 8 May. Mr. Vimal Wakhlu, PMP, chairman and managing director, TCIL, felicitated the Champions from the North India region for the third and fourth quarters of 2012. He handed over Champion badges. The Champions got an opportunity to interact with the widely experienced project management team at TCIL.

## PMI India Champion Achievement

The 27th Microsoft Project Users Group (MPUG) Chapter was started in Chennai recently. MPUG India Chennai Chapter conducts monthly meetings that provide a unique platform to discuss, debate, and research on Microsoft Project features facilitated by industry experts. It also provides an opportunity to network and listen to scheduling best practices across different industries.

During the past two events, Mr. B Sai Prasad, PMP, PMI-SP, MCTS, PMI India Champion, and MPUG India Chennai chapter president, presented on “Microsoft Project 2010 Essentials” and “Don’t Kill Your Schedule by Setting Dates.” He emphasized on the importance of scheduling and how it can easily be achieved through Microsoft Project.



Mr. B Sai Prasad presenting a webinar

Attendees also learnt the consequences of typing dates and the alternate options to achieve optimal scheduling flexibility. PMI India Champions Mr. Chetan Mathur, PMP and Mr. Kumar Saurabh, PMP delivered webinars in collaboration with TechGig, A *Times of India* initiative. While the webinar delivered by Mr. Mathur focused on “Amalgamation of Project Management and Business Analysis – Recipe for Project Success,” Mr. Saurabh spoke on “Project Execution Plan – Importance & Relevance.” Both the webinars drew a huge response from the project management fraternity. Those who could not join the webinars could listen to the recordings on the TechGig portal.

Mr. Mathur presented another webinar on the same subject to the PMI Global IT and Telecom Community of Practice. This webinar was hosted by PMI India Champion, Mr. Praveen Jangira, PMP.

## Senior Champions Announced

Based on the performance and tenure in the program, PMI India announced that Mr. Visu Kumar, PMP, Mr. Sai Prasad, PMP, and Mr. Venkatasubramanian Sivakumar, PMP, would now be designated as Senior Champions for the program.

## Champions of Quarter Q1 2013 Announced

Mr. Venkatasubramanian Sivakumar, PMP, Mr. Kumar Saurabh, PMP, and Mr. Vinay Kumar Agarwal, PMP, bagged the “Champion of the Quarter” title for the first quarter of 2013.

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



Champions at the Chennai felicitation ceremony



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