

MANAGE India

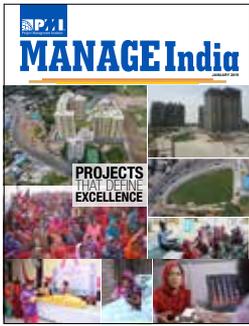
JANUARY 2019



**PROJECTS
THAT DEFINE
EXCELLENCE**



In this Issue



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PMI POLL BOOTH

VOICE YOUR OPINION - JANUARY POLL

Is technology making us smarter?

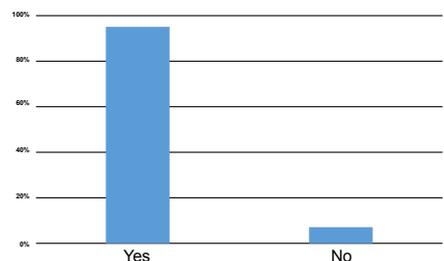
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RESULTS OF THE SEPTEMBER POLL

Q. There are more opportunities than challenges in today's disruptive changes.

Yes 94% No 6%

Voice your opinion • Last poll results



Cast your vote today. Learn if your fellow practitioners feel the same way as you when the results come out in the next issue of Manage India.



Dear Practitioners,

Heartiest wishes to you for 2019. Let us hope that in the New Year new opportunities bring us closer to our goals and new experiences enrich our lives.

Stepping into another year means getting ready for another journey around the sun, and this is the right time to define that journey for yourself. Will it be just another calendar year or do you want to add some sparkle to the plot? Many of you would have heard about my experience during a deep-sea diving trip to Hurghada, Egypt, last year and how that has reaffirmed my belief in the interdependence of human beings. If you have not, you can [watch it here](#). I'd urge all of you to challenge yourself to step out of your comfort zone this year. Try out new experiences, develop new interests, and discover new skills and talents.

For PMI, this is going to be a grand year since we will be completing 50 years in October 2019. The theme for the golden jubilee celebrations is "Made Possible." We have planned a series of events to commemorate it and will keep you informed of upcoming celebrations.

At PMI India, we are looking forward to the fifth Research and Academic Conference, which is taking place from 28 February to 2 March 2019. It is being hosted by the Indian Institute of Management, Kozhikode, and co-hosted by the Indian Institute of Information Technology and Management-Kerala, Thiruvananthapuram. Our theme for the conference is "Project Management in the Emerging World of Disruption." [Click here](#) to register.

We have launched a new section in *Manage India*, called "Star Volunteer Spotlight." This is a platform to recognize star volunteers from across PMI India chapters. Look out for familiar faces and names in each issue of *Manage India*.

In a couple of months, the country will start gearing up for general elections. For practitioners of this country, elections are not only a democratic exercise to choose our leaders for the next five years but also a fascinating study in project management. The previous general elections in 2014 were the largest such exercise in the world with 814.5 million eligible voters. With millions of first-time voters being added this year, this election is going to be an even bigger project management test for the country.

Happy New Year, once again.

A handwritten signature in blue ink, appearing to be 'R. Kalady'.

Warm regards,

Raj Kalady
Managing Director, PMI India

THE MADE-IN-INDIA PROJECT MANAGER



DR. RANJAN BANERJEE

Dean, SP Jain Institute of Management and Research, Mumbai

Dr. Ranjan Banerjee has led the premier management school as its dean since June 2015.

Dr. Banerjee earlier taught at leading business schools such as the Carlson School, University of Minnesota; Singapore Management University; Indian Institute of Management - Calcutta; European Business School, Germany; and Macquarie University, Australia.

He has worked for leading consumer products companies like Asian Paints, Vaidal and Hindustan Unilever, and was the Group COO of Insta Worldwide.

He holds a BTech degree from the Indian Institute of Technology, Bombay, and an MBA and a PhD in management from the Carlson School of Management, University of Minnesota, USA.

Project management was once seen as the preserve of certain industries. Companies engaged in real estate, power, or telecommunications had to manage large projects, and delays and quality issues could adversely impact the company's future. This scenario has changed.

With the weakening of functional silos and an increased presence of business across boundaries, transversal projects are seen in every sector. Hence, the imperatives for tomorrow's project manager have changed significantly:

- a) **Managing across silos:** A significant number of people on a project team do not belong to the same function or country as the leader. This implies that goal alignment is a significant challenge, and often individual key result areas and project goals may be misaligned. This implies that managers need to build the ability to create new coalitions, and 'influence without power'.
- b) **Due to greater diversity in teams and tasks and a more unpredictable environment,** the context and goals within a project are more dynamic. The ability to manage ambiguity, adapt, and learn become critical.

In our book, *The Made in India Manager*, R Gopalakrishnan and I argue that being brought up and educated in India creates some unique strengths. We go on to understand these strengths and the relevance of these strengths to the challenges project managers face.

WE CITE ONLY FOUR HERE:

- a) **Competitive intensity:** We have survived a high level of competition to get where we are, and this has taught us focus, self-analysis and the importance of practice, and the experience that difficult-looking odds can be overcome.
- b) **Diversity and inclusion:** It is not unusual in schools to share lunch with people from different states — a vast variety of cuisine is shared, understood, and appreciated. Similarly, it is not unusual to sing Christian hymns at school and pray to a Hindu god at night. Diversity and inclusion are internalized early by many, and this stands us in good stead later.
- c) **Dealing with ambiguity:** We learn to deal with a lot of things that are uncertain — from the vagaries of the weather, to the unreliability of infrastructure — and we develop the ability to quickly assess situations and help ourselves without waiting

for the system to help us.

- d) Family values:** The percentage of Indian-made leaders citing a family member as an influential role model is significantly higher than for their Western counterparts. The formative role of the family in shaping values through demonstration, stressing the value of education, and proving an 'always there' support provides a strong value core which builds resilience.

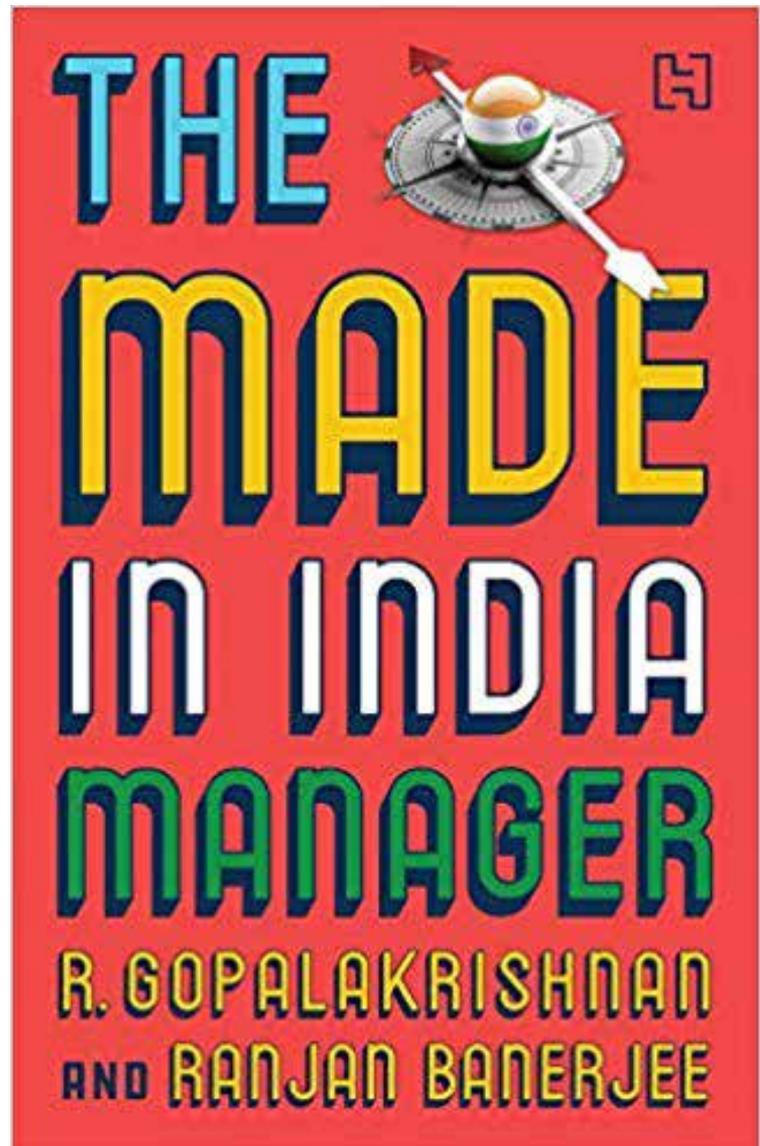
These factors, along with the ability to 'think in English' have led to the emergence of a new breed of 'made in India' managers, who, if they are able to leverage these strengths and unlearn some habits, are uniquely prepared to succeed on a global stage. It is our belief that these factors apply to today's project manager who has to interact with multiple stakeholders, work across boundaries, influence actions without hierarchical power, and navigate rapidly changing situations under time pressure.

In order to become successful project managers on a global stage, our project managers, who are already very strong technically, can build on this foundation.

First of all, reflect on and understand the strengths that you have on account of being 'made in India'. We are too quick to criticize ourselves. We must learn to value ideas on merit, and not on the labels or country of origin of the source.

Secondly, many new managers have grown up in an environment where parenting has been far less hierarchical. Do not assume hierarchy will not exist in your workplaces or projects. Be a little more patient with your bosses. If you like the culture and like the work, do not leave a job for money or because of the boss alone. Research suggests that between five performing managers in a company, staying power (or the ability to survive a bad boss) makes a big difference. Avoid a sense of 'entitlement'. It can be your downfall.

Travel if you get the chance. Learn at least one new language (ideally, one European language and



Chinese). The ability to ask questions, listen well, clarify expectations frequently, and look beyond the stated problem will help project managers succeed. Finally, keep the child in you alive. The curiosity and willingness to accept ignorance (his/her own) sets the child apart. Every child is a natural learner. Project managers of tomorrow must keep the child in them alive to be lifelong learners.

PROJECTS THAT DEFINE EXCELLENCE

Building affordable, green homes on a war footing



By Juhi Chaudhary

WINNER OF PMI INDIA'S PROJECT OF THE YEAR – MEDIUM: TATA HOUSING DEVELOPMENT COMPANY

PROJECT: NEW HAVEN RIBBON WALK, CHENNAI

Project Highlights	
Budgeted cost: Rs. 238.49 crore	Actual cost: Rs. 234.24 crore
Project start date: 14 March 2014	Project end date: 15 December 2017

As if delivering a housing project on time was not a challenge in itself, Tata Value Homes, a subsidiary of Tata Housing Development Company, faced natural calamities and bankruptcy of the main civil contractor when developing an affordable housing project in Chennai. Yet,

the company completed the New Haven Ribbon Walk 15 days ahead of time — thanks mainly to good project management practices.

Problems dogged the project almost right from the word go, and within the first year of starting work, the project was lagging four months behind schedule. But since it was an affordable housing project, it was imperative for Tata Housing to deliver it on time while maintaining profitability.

TAKING ON CHALLENGES

Problems came thick and fast almost from the beginning. Construction work was first hit by torrential rains and floods in 2015,

followed by the Vardah cyclone in 2016. In November 2016, when the government announced demonetization, the project slowed down further. In 2017, there was a new hurdle – a ban on sand mining. The project team set up a ‘war room’ where regular project reviews were conducted and the progress of recovery plans was monitored closely. There were daily war room meetings, weekly meeting with contractors, fortnightly meetings with internal stakeholders, and monthly productivity council meetings.

It was also decided to augment resources and work in three shifts to make up for time lost. However, crashing of timelines posed the risk of unsafe work practices. To mitigate this risk, the team held daily toolbox talks, posted a safety supervisor on duty at every shift, conducted weekly safety walks, and monthly safety council meetings with contractors. As a result, the project recorded 4.8 million safe work hours.

“In spite of team effort, we were lagging behind schedule by around four months.

But since our management had committed to hand over the project on time, we took it as a challenge and went the extra mile to make it happen. We devised a catch-up plan along with all the contractors and started rigorous monitoring of the project. We motivated the team every day to achieve the target. Ultimately, it was the team’s dedication and passion that led to the successful completion of the project ahead of time,” says Natarajan M., general manager – engineering, Tata Value Homes Ltd.

Technology adoption was another critical factor for the success of the project. The company developed a software – the Project Management Complete System – to automate project management processes in line with PMI’s *A Guide to the Project Management Body of Knowledge (PMBOK® Guide)*. It helped in identifying delays and triggered timely hiring of as many as 42 subcontractors.

ENVIRONMENT-FRIENDLY DESIGN

Tata Housing opted for value engineering



and innovative design solutions to contain costs and deliver the project on time.

The New Haven Ribbon Walk homes have been designed to be environment-friendly, with a focus on maximizing the use of natural light and ventilation to cut on energy consumption. Tata Housing hired UK-based architecture firm RMJM, that used energy simulation technology during the planning phase to analyze the performance of the buildings. Residents can enjoy daylight in regularly occupied areas inside the apartments and not have to use light bulbs during the day.

The plan also included an organic waste converter, use of autoclaved aerated blocks in construction that reduce the heating and cooling load in buildings, high reflective paint on the terrace, and a moving bed biofilm reactor sewerage treatment facility that reduced the emission of greenhouse gases during construction. The project has received a silver rating from the Indian Green Building Council under pre-certification.

Not a single tree was moved out of the premises during construction. The ones that needed to be removed were replanted within the premises. Not just that, an additional 100 trees of local species were planted in the site.

INNOVATIVE SOLUTIONS FOR DIFFICULT TERRAIN

One of the primary design challenges was to build without disturbing the natural terrain, which had a level difference of 4.5 meter. Also, a balance had to be struck between risk mitigation of a high water table and conserving water.

To complicate matters further, the team found during excavation that the soil stratum was not suitable for the rock anchoring technology that was needed to stabilize the foundation against sub-soil water pressure. So, an innovative system of sub-soil drainage was adopted. A network

of slotted pipes with geotextile cover was laid under the foundation slab, which not only protected the buildings from water pressure but also helped collect excess water for daily use.

The presence of hard rocks at the site made the mechanical method of excavation impossible. So Tata Housing used the diamond rope cutting method, an innovative process that uses cables laced with diamond beads to cut through tough surfaces through abrasion. It was a safer alternative to controlled blasting, though thrice as costly.

HUMANITARIAN APPROACH

Apart from the technical part, Tata Housing also paid attention to the human aspect of the project. Workers on the site were well cared for. Amenities such as canteen facilities, safe drinking water, uninterrupted power supply, and hygienic living conditions with crèche facilities for their children resulted in reducing the attrition rate from 30 to 10 percent.

Under its corporate social responsibility program, the team also organized blood donation camps and drinking water facilities for students, distribution of teaching aids, and the desilting and beautification of a local pond.

CHALLENGES AND SOLUTIONS AT A GLANCE

Challenges	Solutions
Variations in the soil strata made the use of rock anchoring technology to protect the foundation from sub-soil water pressure impossible.	Rock anchoring was abandoned and an innovative system of sub-soil drainage installed, that successfully guarded the foundation against a high water table, besides collecting the excess water for consumption. A network of slotted pipes collected 364,000 litres of water every day: enough to meet most of the daily water requirements. It was also cheaper by Rs. 1.56 crore than the rock anchoring method.
Shortage of sand due to a government ban on sand mining in 2017 brought construction to a standstill.	The project team researched and sourced "Eco sand," a by-product of cement manufacturing, and used it for plastering and finishing works. It led to better quality work and avoided the use of river sand.
High attrition and lower productivity.	A council was formed that met every month to identify, assess, and find solutions for productivity challenges. It also focused on addressing the needs of the workforce. This helped boost productivity from 70% to 92%.

‘LENDING’ A HELPING HAND TO RURAL WOMEN



WINNER OF PMI INDIA'S PROJECT OF THE YEAR – MICRO: FUSION MICROFINANCE

PROJECT: EMPOWERING RURAL WOMEN WITH DIGITAL CASHLESS CULTURE

Project Highlights	
Budgeted cost: Rs. 0.77 crore	Actual cost: Rs. 0.83 crore
Project start date: 26 September 2016	Project end date: 2 February 2018

Seventy percent of the women in India live in semi-urban or rural areas, with little access to financial support. Since women play a key role in improving the lives of their families, extending help to them is critical in India's fight against poverty.

Fusion Microfinance focuses on empowering underprivileged and unbanked women with microloans to help them start small-scale businesses like grocery shops, beauty parlors, and dry-cleaning or tailoring outlets.

The company recently closed its Series E investment round of Rs. 520 crore with leading global private equity firm, Warburg Pincus.

CHANGING OLD HABITS

The microfinance sector has touched the lives of only 10-12 percent of Indian households, that too mostly in urban areas. Since its inception in 2010, Fusion Microfinance has

been trying to extend the reach of this sector in the countryside and has served over one million women through its team of 3,000 across 14 states. It has disbursed loans amounting to Rs. 3,714 crore.

Fusion has also contributed to the national drive towards cashless payments: over 55 percent of the transactions have been cashless.

However, it has taken an enormous effort to build the momentum towards cashless transactions. At a fundamental level, it involved working with customers to help them overcome social and cultural barriers, and build their trust in the system.

Besides, working directly with the women of the house meant going against some traditional habits such as the men of the house controlling finances. Yet another challenge was that the bank accounts of many of the women had become dormant due to low activity. So, communication management focused on changing old habits and behaviors, clarifying doubts, and overcoming fears.

As the first step, the company concentrated on the capacity building of its internal stakeholders, i.e. the field staff, since they would be instrumental in catalyzing change

management. “We looked for field officers with strong regional and local language capabilities and provided them intensive training and regular refresher courses on technical and procedural aspects of cashless disbursements. We ensured our team was familiar with the latest mobility solutions, e-KYC-based customer onboarding, and the updated tools,” said project sponsor, Devesh Sachdev, founder and CEO, Fusion Microfinance. KYC is ‘know your customer’ — the process of a financial institution verifying the identity of its customers.

The company also worked with local influencers such as MLAs (members of the legislative assembly), mayors, village pradhans (heads), and members of the panchayat (village body) to spread awareness about the ease of cashless transactions among villagers.

STRONG TECHNOLOGY BACKBONE

Fusion organized workshops to educate customers on financial literacy, teaching them basic banking know-how. It also adopted a mistake-proof mechanism to eliminate duplicate and incorrect disbursements. Trial disbursements were conducted in partnership with Ratnakar Bank Limited. This process also helped in doing away with manual record keeping.

Lean techniques were implemented to smoothen the chain of cashless disbursements and eliminate non-value-adding processes.

The team used a design thinking framework to get into the customer’s shoes and understand her needs and apprehensions better. It used a range of project tools and management processes to ensure better coordination among the partners, carry out statistical analysis, and tighten quality and process controls.

To incorporate changes in the loan processing system, Fusion used agile techniques in project management.

Innovations like completing e-KYC formalities using QR codes and Aadhaar (national biometric identity) data, followed by on-the-spot checking of the credit rating of customers for smooth processing of loans helped speed up cashless transactions. Technology infusion was, in fact, a key enabler in ushering change at the grassroots where cash continues to be the most prevalent and preferred mode of transaction.

Communication was the key in bringing the population of marginalized women closer to digital technologies. A toll-free helpline set up to address customer queries went a long way in reassuring customers and allaying apprehensions.

As a part of its corporate social responsibility, Fusion has undertaken campaigns aligned with Digi Dhan Abhiyan and Digital Saksharta Abhiyan, which are government initiatives to boost digital literacy and cashless transactions in villages.

Below are the key challenges Fusion Microfinance faced and the solutions it adopted:

CHALLENGES AND SOLUTIONS AT A GLANCE

Challenges	Solutions
Due to low financial literacy and remoteness of locations where the company operates, cashless money transfers were a challenge.	Conducted financial literacy drives to educate potential customers of the benefits of cashless transfers through the National Electronic Funds Transfer (NEFT). Avoided mobile wallets and prepaid cards because of extra levies and fear of fraud.
Incorrect/duplicate NEFT transfers.	NEFT reports were uploaded using cloud computing to lock the files to prevent generation of reports again to avoid duplication. Mistake-proofing was put in place to avoid errors.
Dormant bank accounts due to low activity.	Customers were educated on carrying out at least one transaction every six months to prevent their accounts from turning dormant.
Providing a seamless delivery chain till the grassroots level.	A detailed failure mode effect analysis was conducted to study malfunctions, identify failure modes such as incorrect account details and unclear handwriting, and corrective actions were suggested to IT vendors.

DIVERSITY AND INCLUSION: MANY MILESTONES CROSSED



SABITA PRASAD AND SUDHA JAYARAM

Sabita Prasad and Sudha Jayaram are co-founders of Resonance Consulting, an enterprise that has been pioneering gender diversity and inclusion in corporate India since 2008. Ms Prasad is a certified neuro-linguistic programming coach, psychotherapist, and corporate trainer, and Ms Jayaram is a corporate trainer with more than a decade's experience in both public and private sectors.

Corporate India has been pursuing gender diversity and inclusion (D&I) earnestly for around a decade. The efforts have been both voluntary and government-mandate-driven — such as providing crèches, giving paid maternity leave, and creating a safe workplace for women. However, while process-driven and compliance-driven measures provide a good framework, inclusion is about changing mindsets. It is now time to pause and take stock of the progress we have made. Are D&I initiatives producing the desired effect? What can men and women in their personal capacities do to break conscious and unconscious barriers?

Let us give you a couple of examples from our research on this subject. We have changed the names of the people cited, to protect their identity.

Deepika, who is 20 years old and works in a business process management (BPM) company, enjoys her work and likes the way her bosses and colleagues treat her. “The only time I’m reminded of being a woman is when I need to take the office transport since it’s not

safe for me to travel otherwise,” she says. Her pay and benefits are similar to those of other colleagues, and she does not anticipate any discrimination during promotions.

Shubhra, a 31-year-old engineer and management graduate, returned to work after a three-year break to raise her daughter. She joined a company that has an in-house crèche. Shubhra is happy with the accepting ways of her colleagues such as accommodating her request for a change in a meeting schedule if it clashes with her child’s feeding time, so long as the work gets done. This is in contrast to women being afraid to even talk about having a baby, just a decade ago. A stray comment here or there does not matter to her.

Saanvi, a 40-year-old senior manager in charge of the cyber audits team at an Indian IT company says that over the years, clients have grown to respect her work. Earlier, she had seen hesitation when they learned that she would be in charge of their audits. “A lot of it has also got to do with my own thinking and behavior. I am no more defensive in my approach,” she says. Saanvi feels her younger women colleagues are having it much easier. However, she acknowledges that gender pay gaps exist, and in her case, she blames herself for not negotiating better.

Prema is the country head and CIO of a technology company. At 50, she feels she has achieved success and yet feels that she has to handle some of her senior male colleagues with kid gloves. She also feels the need to be alert always, as a couple of times her colleagues had bypassed her and taken matters to the head office directly. She feels women in mid-to-senior positions have to be strong in order to navigate the murky waters of office politics — which men seem to do easily and naturally.

We see a pattern in these responses. Younger women are more at ease and have a better sense of entitlement than older women.

In the book *Lean In*, Facebook COO Sheryl Sandberg says that it is not enough to have women and men in equal numbers at the induction level but also imperative to have women in the corner office and contributing to the growth of the organization. Inspired by the book, women from around the world have formed around 40,000 Lean-in Circles, which are communities of women professionals.

Over the years, policies to support expectant and young mothers — such as paid maternity leave, wellness clinics for pregnant women, crèches/day care facilities, and flexible hours/work-from-home options — have helped women return to work after childbirth.

Some companies have gone the extra mile in their D&I initiatives — such as Facebook’s policy of reserved parking for expectant mothers, and a top international development consultancy’s policy of arranging for food for women employees for two weeks post-delivery.

Some actions that have gone a long way in providing a better workplace for women are:

1. The Prevention of Sexual Harassment of Women (Prevention, Prohibition and Redressal) Act, 2013, also known as the POSH Act. Most organizations have put in place mechanisms to protect women from sexual harassment at the workplace. This includes training on gender sensitization and setting up committees to look into complaints of harassment.
2. Policies and programs that further gender diversity at all levels, including:
 - Programs to encourage women in technical roles;
 - Leadership programs and sensitization programs;
 - Cross-mentoring and coaching;
 - Better and safer accommodation while traveling; and
 - Company-provided transportation within the city.

Reshma, who is a vice president in a multinational, feels the efforts are paying off. Women are also smarter today, know what they want, and are competent. She says her employers are committed to 50 percent representation of women in the boardroom and are working towards it.

However, Mahesh, CIO of a tech firm, believes real change will take place only when personal attitudes change and people are ready to discard their age-old biases. Narendra, head of audits in a corporate firm, says that though 70 percent of those who have cleared the chartered accountancy examination are women, their numbers do not add up across various divisions of an organization.

Unconscious bias does continue, where individuals believe they support D&I but it doesn’t show in their actions. In her TED Talk, Kristen Pressner, global head of a multinational firm, and champion of women in leadership, says that she was surprised to find out that she had a bias against women. She realized that she had different reactions towards two competent members in her team who came forward to ask for a pay raise. She reacted positively to the man and not so positively to the woman.

Unconscious bias is an auto response signaled by the brain, based on years of conditioning and stereotypical responses, and is not easy to drop. Awareness training on bias focuses on being aware of thoughts, words, actions, and behaviors by both men and women, and embracing new, progressive thinking.

What does India need to give more impetus to D&I across organizations?

- Leaders who are committed to gender inclusion and not just paying lip service;
- Strong messages of gender inclusion that trickle top down;
- Parity in pay scales;
- Respect for the biological process of raising a family, where the onus is on the woman;
- Equal responsibility in parenting;
- Commitment to overcoming bias and prejudice; and
- Education of women across the country at all social levels.

Until then, there is a need to monitor the progress of D&I programs in organizations. And we will continue to dream that one day there will not be the need to talk ‘gender’ at the workplace.



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PMI BANGALORE INDIA CHAPTER

PROJECT MANAGEMENT FUNDAMENTALS FOR NGOS



Vijay Paul sharing an NGO case study during the pilot program on 18 August 2018.

PMI Bangalore India Chapter has started an initiative to improve the project management skills of those working in the social sector. The chapter conducted two knowledge-sharing workshops in the past six months to create awareness about the criticality of project management tools and techniques to effectively manage social sector programs and achieve sustainable outcomes.

As a first step, the chapter conducted a half-day pilot program, Project Management Fundamentals for Non-Government

Organizations (NGOs), on 18 August 2018 to which around 30 participants from 12 NGOs were invited. It covered an overview of project management concepts and a case study presentation.

Encouraged by the feedback, the chapter followed it up with a full-day seminar on 8 December 2018 which was attended by 26 participants from eight NGOs.

Corporate social responsibility (CSR) experts – Sampath Kumar, consultant and coach for companies under the Tata Group; Abhishek Rajan, head – CSR, Brillio; and VG Raman from Rotary Club Bangalore West – helped with the content and program structure, and spoke on CSR activities and challenges in operations and funding. The other two speakers were Sujata Sahu and Balakumar Chinnaiyan.

After lunch there was a workshop in which the participants got hands-on experience on preparing a project plan.

The chapter will now be conducting similar workshops for NGOs every quarter.

PROJECT MANAGEMENT (PM) FOOTPRINTS ANNIVERSARY

It was an all-star event at Pride Hotel, Bengaluru on 1 December 2018, when Project Management (PM) Footprints speakers for 2018 joined industry veterans, chapter members, and volunteers to celebrate the 12th anniversary of PM Footprints.

There were two keynote addresses, by Mohan Krishnaraj, vice president and global head of UX at Harman International, on "Experience-as-a-Service," and by Deepthi Rajan, head - technology upskilling, Societe Generale, on "IoT Adoption Trends and Challenges in India." The chapter felicitated past PM Footprints speakers and regular attendees.



Chapter members and speakers at the 12th anniversary of PM Footprints.

COMMUNITY OF PRACTICE FOR WOMEN PROJECT MANAGERS

The chapter has initiated a Community of Practice for Women in Project Management (WiPM) to help women advance to leadership levels through regular knowledge-sharing, mentoring, and experience-sharing on challenges faced by women at the workplace. The theme of WiPM is Rise to Lead.

The first WiPM event was held on 22 September 2018, in which over 60 women project managers participated.

Lt. Col. (Retd) Sri Harsha, secretary and treasurer, PMI Bangalore India Chapter inaugurated the session in the presence of board members Balakrishna Sarma, Sesha Sai, Ramesh Pathak, Tanish Mathur, and Sekar Parasuraman.

The first speaker of the day was Padmaja AR, vice president, Robert Bosch, who spoke on learning agility and adapting to change to be successful. Next was Varsha Verma, AVP & global delivery partner, Infosys, whose presentation title was “Recognize your strength.” She narrated the stories of three women leaders and highlighted how they had made the impossible possible. She discussed

three projects – the construction of the elevated highway to Bangalore’s Electronics City, the Mars Orbiter Mission, and the setting up of a business process outsourcing company, to illustrate how women leaders led these projects.

The final session of the day was an interactive team workshop by Vijay Paul, past president, PMI Bangalore India Chapter, centered on the PMI Talent Triangle®.

Delegates at the inaugural meeting of the Community of Practice for Women in Project Management.



PMI PUNE-DECCAN INDIA CHAPTER

LEADERSHIP CONFERENCE FOR STUDENTS

PMI Pune-Deccan India Chapter board and volunteers have signed on a mission to foster 21st century skills among the rural youth, focusing primarily on leadership, collaboration, communication, creativity, and critical thinking. As a part of this mission, the chapter recently organized a student leadership conference titled Gyan-Lahari.

The event theme was “#Gyan-Lahari - 2018 – India meets Bharat,” that focused on bridging the gap between urban and rural India. The event was hosted by a rural school, Sane Guruji Vidyalaya, in village Kharapudi, 50 km

from Pune. Students and teachers from five other schools from nearby villages attended the event.

Dr. Girish Kelkar, advisory board member, PMI Pune-Deccan India Chapter, and a philanthropist, was the chief guest. The conference had three tracks — Gyan Sagar, Gyan Tej, and Gyan Deep.

Gyan Sagar was an educational track with keynotes, panel discussions, and games for students. Here, around 120 students from five schools got an opportunity to gain knowledge

from experts in defense, manufacturing, IT, and the social sector.

After an introductory speech by advocate Prakash Choudhari from the school executive committee, Dr. Kelkar spoke about discipline and hard work. Harish Honwad, independent consultant, explained the concept of Gyan-Lahari to the students and conducted games through which students learned about the importance of teamwork and creativity. Jay Dholakia, chapter CEO, spoke about digital transformation, and Mita Banerjee from Eco Warriors conducted a workshop on recycling of plastic. Dr. Yogesh Kulkarni of Vigyan Aashram introduced the concept of frugal innovation and entrepreneurship.

The last session was a panel discussion on opportunities in the defense services. The panel included veterans from all the three forces – Col. (Retd.) Bharat Haladi from the Indian Army, Cdr (Retd.) Yogesh Choudhari from the Indian Navy, and Wing Commander (Retd.) Anup Banerjee from the Indian Air Force. The discussion was moderated by Amol Patil from the chapter. They spoke about their lives as soldiers, how to become officers in the services, and the role of female officers. Volunteers Dipti Kshirsagar and Sandeep Bhavsar hosted the event.

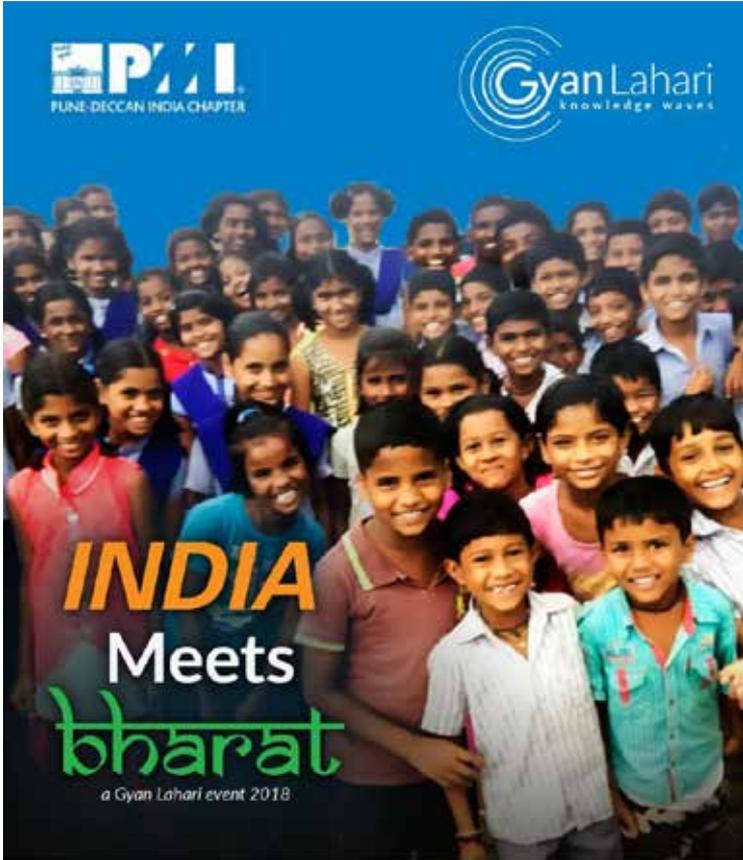
Under Gyan Tej, there was an exhibition-cum-sale of articles made by the students. The exhibition had 17 stalls on which around 55 students had worked for over a month. PMI volunteers Prajakta Bhoite and Shashank Shinde provided guidance in the form of project management principles to students and their guide teachers. The students earned around Rs. 80,000 from this sale.

There were two special attractions – customized bikes and a robotic arm. Kiran Rao, founder, Kirrex Motors, and his team demonstrated their customized bikes, while Swapnil More, senior engineer, Integrity Robotics, displayed their robotic arm – Dobot.

PMI volunteers graded the stalls and the winners were felicitated.

In the third track – Gyan Deep – leaders from PMI and the industry addressed parents and teachers. These were open discussions without an agenda. Anagha Dhara – VP - finance, PMI Pune-Deccan India Chapter, Meeta Banerjee from Eco Warriors, Sunita Jagtap from Koregaon Education Society, and Dr. Shruti Choudhari from Sane Guruji Vidyalaya spoke to the mothers of students about parenting and other issues. Jay Dholakia and Makarand Hardas, VP - academic & social outreach, addressed the teachers and the fathers of students. They were supported by Cdr Yogesh Choudhari and Wing Commander Anup Banerjee.

A team of around 18 volunteers of the PMI Pune-Deccan India Chapter worked tirelessly to make this event successful. It was planned and coordinated by chapter members Vidya Chavan, Makarand Hardas, Prajakta Bhoite and Amol Kshirsagar.



PMI
PUNE-DECCAN INDIA CHAPTER

Gyan Lahari
knowledge waves

INDIA
Meets
bharat
a Gyan Lahari event 2018

Three parallel tracks

Gyan Sagar	Keynotes by experts, skits and extempore competition for students
Gyan Tej	Exhibition-cum sale of farm & forest produce by students
Gyan Deep	Awareness session for teachers and parents

Date: 24th November 2018 | Venue: Sane Guruji Vidyalaya, Kharpuadi (Rajgurunagar)

PMI WEST BENGAL CHAPTER RECOUNTING SUCCESSES

The chapter conducted its annual general meeting on 17 November 2018 at Indismart. Chapter members, partners, and representatives from the NGO, Save the Children, attended it. Save the Children is the recipient of this year's Project of the Year (NGO) Award for its New Horizon project. The award was presented by PMI India during the Project Management National Conference in New Delhi in October. The chapter has been actively associated with the NGO through project management workshops.

During the meeting, there were discussions on the chapter's journey and success in 2018, followed by felicitation of volunteers of the quarter, members of five years, partners, and representatives of Save the Children. Some of the achievements of the chapter were its association with the PM Conclave, conducting of regional and global conferences, and Infocom Calcutta 2018 to create awareness of the chapter's activities and work in promoting project management.



Sumit Sinha (right) being felicitated at Infocom Calcutta.



Chapter members at the annual general meeting.

PARTICIPATION IN INFOCOM CALCUTTA 2018

Infocom Calcutta, a conference from the ABP Group, was hosted in Kolkata from 6 to 8 December 2018. The chapter, in association with PMI India, hosted a stall at the conference to create awareness about PMI and the chapter's offerings. On 7 December, chapter president Sumit Sinha delivered a keynote on "Digital Transformation in the Social Sector – Touching Humanity Through Innovation."

PMI KERALA CHAPTER

STUDENTS' FORUM, FACULTY TRAINING

As a part of the chapter's academic outreach program, PMI Kerala Chapter inaugurated the fourth students' forum in the state, at Saintgits Institute of Management on 3 November 2018. A total of 51 budding managers registered for the event.

The chapter team that attended the event comprised Rajeev Rajasekhara Panicker, PMI India Champion Mentor, Chapter Mentor and past president; Jayakishore S R, vice president, education; Dileep Viswanathan, associate vice president, education; and volunteers Prageeth P, Kabir Pary, and Arun Ravi.

Institute director Thomas T John said that for education to be effective, emphasis must not



Santhosh Udayanan, vice president - professional development, conducting a session on project management fundamentals for team members of the Kudumbashree Thiruvananthapuram project.

CHAPTER NEWS

only be on academic excellence but also on the development of the overall personality of a student. The chapter leadership team gave a brief overview of the immense opportunities provided by PMI to the student community and practicing professionals.

The chapter also conducted a "Meet your Mentor" program in which forum members interacted with mentors from the chapter.

On 15 December 2018, the chapter conducted a training session on project management for the institute's teachers.

ASSOCIATION WITH KUDUMBASHREE, GOVERNMENT OF KERALA

The chapter has been associating with government organizations and NGOs to provide guidance and support to their project teams, and conducting project management training sessions. One such initiative is with Kudumbashree, the poverty eradication and



A student interacting with a mentor.

women's empowerment program implemented by the State Poverty Eradication Mission (SPEM) of the Government of Kerala.

Kudumbashree is a community network across the state, and is one of the largest women's networks in the world. It runs various programs for economic, social, and women's empowerment. The Kudumbashree Mission is also the nodal agency for the implementation of urban poverty eradication programs of the Government of India. The chapter has now lined up a series of mentoring and training sessions for the Kudumbashree project teams across Kerala.

CONTRIBUTION TO CHIEF MINISTER'S DISTRESS RELIEF FUND



In the aftermath of the devastating floods in Kerala in mid-August, the Government of Kerala had sought support for its Rebuild Kerala initiative. Following an appeal by Dr. Krishnakumar T I, president, PMI Kerala Chapter for contributions to the Chief Minister's Distress Relief Fund, PMI chapter members from across the country contributed a total of Rs. 2,25,000. The amount was handed over as a cheque on 21 November 2018 to chief minister Pinarayi Vijayan.

Chief Minister Vijayan (second from left) accepting a donation cheque towards Kerala flood relief work from Dr. Krishnakumar, Harikuttan K, vice president – operations, and Akhila Gowri Shankar, vice president – finance.

ANNOUNCEMENT OF WINGS 2019

The chapter is organizing its first academic forum conclave, Wings 2019, on 2 February at Technopark, Thiruvananthapuram.

The academic forum is an initiative under the PMI Kerala Academic Outreach program to extend project management knowledge to the student community in engineering and management colleges in Kerala and thus improve their career opportunities.

The conclave will be a platform for students from business schools and professional colleges, faculty members, research practitioners, and experts from academia and industry. It will help aspiring project management professionals among students gain knowledge and insights from the experts.

The second edition of the PMI Kerala Business Quiz is also being planned along with the conclave. It is a competition for business and management students on the latest trends and developments in the business environment.



For details on registration, speakers, and paper presentations, visit the [conference website](#).

PMI CHENNAI CHAPTER

ANNUAL CONFERENCE, SANGAMAM, FOCUSES ON RESKILLING

The chapter organized its seventh annual project management conference on 18 November 2018 in Chennai. Following a contest among members to create a brand name for the conference, the board decided on the name Sangamam.

It was unveiled during the inaugural address by Prasanna S, chapter president, along with Raj Kalady, managing director, PMI India, and Girish Kadam, mentor, Region 11.

The member whose entry was chosen for the brand name, Abdullah Riaz Kalan Mohamed, received a prize.

Over 300 delegates – from top management to mid-level managers – attended the conference.



Long-standing members of PMI India Chennai Chapter being felicitated at the conference.

CHAPTER NEWS

Dr. Santosh Babu, IT Secretary, Tamil Nadu Government, spoke about upskilling of the workforce at a time when digitalization is changing both the government and business. Prasanna Logar, head technology – innovation and architecture, DCB Bank Ltd, spoke about rapid changes in technology and how millennials are coping with them. Nirmala Gopalakrishnan, president, eWIT, gave a presentation on learning in the age of digital disruption and transformation. Sathya Kumar, CEO & founder, Tycoon+ Advisors, focused on the importance of reskilling to transform India.

After lunch, an “energizer” session was conducted by Anil Srinivasan, a western classical pianist and entrepreneur, in which he played music and spoke from his experience as a musician.

Parasuraman K, director, Samriddhi Leadership Academy, started his session with music and dance, asking delegates to follow his dance steps. He spoke about the importance of moving out of one’s comfort zone.

Raj Kalady spoke about his life-changing experience in Hurghada, Egypt, where he had



gone for a deep-sea diving expedition, and the important life lessons that he had learned from that.

V. Shankar, Founder, Computer Age Management Services Pvt. Ltd., presented on guiding principles for upskilling employees.

Prof. Ashok Jhunjhunwala from the Indian Institute of Technology-Madras spoke about electric vehicles in India and the struggles faced during their development.

Chapter President Prasanna S (left) handing over the prize to Abdullah Riaz Kalan Mohamed, whose suggestion, Sangamam, was adopted as the new brand name for the chapter’s annual conference.



The volunteers who made Sangamam happen.

(Chapter news contributors are Sujatha Sahu, PMP, Selva Vijay, PMP, Rekha Unni, Akhila Gowri Shankar, PMP, Jayakishore S R, PMP, Nandakumar S., and Priyanka Shah.)

STAR VOLUNTEERS

Introducing a new column in which we shine the spotlight on our star volunteers from all eight PMI India chapters who have made immense contributions through their dedication and passion. This is your opportunity to know a little bit about these remarkable men and women from our practitioner community.



VICKY PANJWANI, PMP

Vice-president, membership,
PMI Mumbai India Chapter

Project manager and agile team
facilitator, Tata Consultancy
Services

Been a PMI member since: 2015

What attracted me to PMI: Passion towards achieving excellence in project management; the professional and selfless attitude of PMI volunteers

My proudest volunteer moment: PMI Mumbai India Chapter winning the Chapter of the Year in 2017

A life lesson I learned as a volunteer: The good you do for the community multiplies and comes back to you in un-expected ways

A person who inspires me: Many people; cannot name one

If I were to start a marketing campaign for PMI, my slogan would be...Join hands with PMI for the magic to unfold



SUMAN DAS, PMP

Associate director (training),
PMI West Bengal Chapter,
and PMI India Champion

Managing consultant, IBM
India

Been a PMI member since: December 2015

What attracted me to PMI: PMP certification, networking, volunteering, access to project management knowledge, and be a part of the local chapter and PMI India Champion

My most memorable volunteering experience: Being recognized as PMI India Champion and the Volunteer of the Quarter by the chapter in December 2018

A life lesson I learned as a volunteer: Need to continuously enjoy volunteering to learn in the process

A person who inspires me: A man or woman in uniform from the armed forces

If I were to start a marketing campaign for PMI, my slogan would be...Be with PMI to be disruptive, differentiator and essential



SUMA MURTHY, PMP

Director, Alliances and
Partnerships, PMI Pearl City
Chapter

Head, People and Client
Engagement, Videresoft
Consulting Pvt. Ltd

Been a PMI member since: May, 2010

My proudest volunteer moment: When I'm able to help members when they are stuck with a PMI process or interacting with industry leaders to promote project management

A life lesson I learned as a volunteer: Passion towards a common goal makes people do great things. And inspiring that passion is the job of the leader or board member

A person who inspires me: Leadership expert Robin Sharma and actor and speaker Ashish Vidyarthi. In the PMI community, AV Ramam and Sunanda Gundavajhala

If I were to start a marketing campaign for PMI, my slogan would be...Together, we can!



JAYAKISHORE SR, PMP

Vice president, education,
PMI Kerala Chapter,
Trivandrum

Brahmos Aerospace
Thiruvananthapuram Ltd.

Been a PMI member since: 2014

What attracted me to PMI: PMP certification and volunteering opportunities

My proudest volunteer moment: When I was awarded the role of director of the state conference in 2017

A life lesson I learned as a volunteer: Once a volunteer, it becomes a part of your character

A person who inspires me: Dr. Krishna Kumar, president, PMI Kerala Chapter

If I were to start a marketing campaign for PMI, my slogan would be...Connect with PMI; Redefine Yourself



SUNITA GUPTA, PMP

Vice President – Marketing & Outreach – PMI North India Chapter

IT manager, sales analytics, Center of Excellence, NCR Corporation

Been a PMI member since: December 2017

What attracted me to PMI: Continuous learning and to enhance my career prospects.

My key contributions: I volunteered for the 10th Project Management National Conference hosted by North India Chapter as a co-track lead for speaker management.

My most memorable volunteering experience: Being part of the organizing team for the National Conference

My biggest life lesson: To excel in any profession, it is important to be part of the community of professionals who share the same knowledge.



VIDYA CHAVAN, PMP

Assistant vice-president, academics and social initiatives, Pune Deccan India Chapter

Engineering Manager – Data Centres Group, Black & Veatch

Been a PMI member since: 2012

What attracted me to PMI: Besides the PMP certification, a friend from the PMI community, Jaimin Jani, inspired me to volunteer.

My proudest volunteer moment: When after the recently concluded Gyan-Lahari in a rural school, the school chairman thanked us for organizing the biggest event that the school has had in 25 years.

A life lesson I learned as a volunteer: When passion meets compassion, lives change.

A person who inspires me: My mentor Makarand Hardas of the chapter, who is a true leader in all respects.

If I were to start a marketing campaign for PMI, my slogan would be... We are all MAD (Making A Difference) here in PMI ... come join us!



MOHAMED ASLAM ASHRAFF, PMP

Volunteer, Chennai Chapter

NPS Technology & Engineering Services Pvt. Ltd.

Been a PMI member since: December 2009

What attracted me to PMI: Plenty of opportunities for continuous learning through knowledge sharing sessions and conferences.

My proudest volunteer moment: When I was awarded the Volunteer of the Year 2017–2018 by Chennai Chapter.

A life lesson I learned as a volunteer: Volunteering boosted my self-confidence, provided a platform to meet like-minded colleagues for suggestions.

A person who inspires me: My parents, who managed to educate themselves as doctors despite their not-so-good family backgrounds.

If I were to start a marketing campaign for PMI, my slogan would be... Involve (In sessions/meetings), Explore (Expand your knowledge), Share (Use them when required)!



SUJATA SAHU, PMP

Assistant vice president, technologies (events), PMI Bangalore India Chapter

Marketing Manager, Crevavi Technologies

Been a PMI member since: 2008

What attracted me to PMI: Professional and widely accepted way to learn project management

My proudest volunteer moment: As a faculty member for the “Project Management Fundamentals for NGOs” workshop

A life lesson I learned as a volunteer: To work selflessly and contribute to the community while you grow

A person who inspires me: Two of many others in the chapter are V S Subramanian and Amar Bhaskar

If I were to start a marketing campaign for PMI, my slogan would be... Where professionalism meets perfection.

**SHOBHIT AGARWAL,
PMP**

Volunteer, Bangalore India Chapter

Project Manager, Smartworks Coworking Spaces Pvt Ltd



Been a PMI member since: January 2015

What attracted me to PMI: The pool of talented and experienced professionals, and an excellent place for networking and mentoring.

My proudest volunteer moment: Being acknowledged as a volunteer towards the end of the Project Management Practitioners' Conference hosted by Bangalore India Chapter.

A life lesson I learned as a volunteer: One phrase always used by our mentor Amar Bhaskar, "Things don't happen on their own. We have to make things happen and work hard towards it."

A person who inspires me: India's 'metro man' E. Sreedharan

If I were to start a marketing campaign for PMI, my slogan would be...A single source solution to every problem.

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CHAMPIONS' MEETINGS

A PMI Champions' meeting was organized at the Bangalore campus of Intel on 17 November 2018. The meeting, attended by several Bangalore-based PMI India Champions, senior Champions, and members of the Champion Advisory Council (CAC), focused on evaluating ways to make the PMI Champion program stronger.

In Chennai, PMI India organized a two-day meeting for PMI India senior Champions and CAC members on 24 and 25 November. The focus was on evaluating the current state of the program and finalizing a strategy to strengthen it in 2019 and beyond.

PMI India managing director Raj Kalady set the tone by giving a summary of the planned transformation of PMI. Following this, the attendees brainstormed on how to align the Champion program to the evolving needs of the industry.

INTRODUCTION TO AGILE PRACTICES

PMI India Senior Champion Kalyan Sathyavada conducted a one-day workshop on agile project management for program managers of Tata Advanced Systems on 1 December 2018. The workshop covered an overview of agile practices, the Agile Manifesto, and Scrum methodology. Twenty program managers attended the session.



Senior Champion Chandrasekaran Gowrishankar (left) and CAC member Prasann Patil sharing updates at the meeting



PMI India Senior Champions and CAC members with Raj Kalady (standing extreme right) after a meeting in Bangalore.



Participants of the workshop on agile practices at the Tata Advanced Systems in Hyderabad.



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