

MANAGE India



Manage India features **PMI India**
BEST PROJECTS OF THE YEAR 2014

Photo courtesy: IOCL



Pipe rack and foundation for technological structure at Butadiene Extraction Plant, Panipat

COVER STORY

Winning Projects of 2014

The PMI India Best Project of the Year awards, presented at the PMI India National Conference in September 2014, shone the spotlight on project management excellence in projects of different size, complexity, and nature. In this issue, Manage India features two award-winning projects of 2014 that demonstrate how project success needs a fair share of human enterprise and the can-do spirit, along with modern technology and processes.

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Letter from the Managing Director, PMI India



Dear Practitioners,

It's that time of the year again when we wind down, reflect on the year passing by, and plan for the one ahead. As I look back at 2014, I get a sense of pride and fulfilment in the way we as a team have set the bar constantly high, overcome numerous hurdles, and achieved all that we had set out for. I'm looking forward to crossing new milestones in 2015 as we grow the PMI community in India, and use our collective skills and knowledge to contribute to the country's progress.

We're starting the next year with a bang as we host our third PMI India Research & Academic Conference (RAC) and the first regional conference in February. The PMI India RAC 2015 is being hosted by the National Institute of Industrial Engineering (NITIE) in Mumbai on 13-15 February. [Click here for registration details.](#)

The PMI India Project Management Regional Conference 2015 is being hosted by Pune-Deccan India Chapter and co-hosted by PMI Mumbai Chapter on 28 February on the theme, Project Management for Nation Building. Thought leaders from industry and the public sector will expound on the need for innovative and creative adaptations of project management techniques to take India to the next level. [Click here to know more.](#)

The group paper based testing for the Project Management Professional (PMP)[®] examination will take place on 21 February. Candidates now have the option of taking the exam from a city closer to their home. [Click here for more details.](#)

We have had a range of events in the past couple of months.

In November, we felicitated 11 long-standing chapter members from Bangalore at the Project Management Practitioners'

Conference 2014 that is hosted and organized by PMI Bangalore India Chapter.

I took part in a panel discussion at the India-US Technology Summit and Knowledge Expo in November held at India Trade Expo in Greater Noida. The topic was "Make in India – Infrastructure Opportunities and Challenges". The Confederation of Indian Industries (CII) and Department of Science and Technology, Government of India, partnered with the Department of State, USA, for this event.

We have been running a highly successful series of webinars with CII on the latest trends and practices in project management. Twelve webinars have been presented under the series by experienced project practitioners from diverse industries. These webinars will be hosted soon on www.pmi.org.in so that practitioners can view them and earn PDUs.

We celebrated the International Project Management Day at the National Institute of Industrial Engineering (NITIE) in Mumbai on 6 November. This event was jointly hosted by PMI India and NITIE, which saw the participation of over 100 post-graduate students from three premier colleges in Mumbai – NITIE, Veermata Jijabai Technological Institute, and Narsee Monjee Institute of Management Studies.

I wish you and your family a very Happy New Year.
Warm regards

A handwritten signature in black ink, appearing to be 'Raj Kalady'.

Raj Kalady
Managing Director, PMI India



A Case for Project Management Expertise in PPP Projects

BY JAYESH RANJAN, IAS

The Indian economy, despite having the potential, has not been able to grow at a pace higher than the present over the past few decades mainly due to various deficiencies in our basic infrastructure. There is growing realization in the government that it lacks the wherewithal to tackle this enormous challenge on its own, given the serious limitations of resources, manpower, and expertise. Government provisioning of infrastructure on many occasions has also led to faulty pricing and other market distortions. Over the years, the Public Private Partnership (PPP) model has been utilized by governments to seek private sector support in different aspects of infrastructure development, ranging from project designing and funding, to execution and operations and maintenance.

The experience with decades of PPP projects, however, has not been particularly satisfying. With great effort, it would be possible to name just a handful of PPP projects that have seen the light of the day without any disagreements, cost and time overruns, and other contractual problems. There are hundreds of examples of PPP projects that have run into some difficulty or the other.

This phenomenon has been analyzed sufficiently and the main reasons identified. The foremost seems to be the haste with which government agencies offer a project to the market without completing the required background work. Bids have often been called without completing land acquisition, obtaining prior environmental clearances, securing the right of way, or arranging for shifting of utilities, which have led to the private party failing to maintain the work schedule. This leads to both time and cost overruns, and poses a serious implication on project financials.

A related cause has been the absence of a sense of genuine partnership among public agencies. A PPP project is seen as no different from a typical agent-contractor project, in which the agent dictates terms and the contractor follows them meekly. The agent is focused more on finding faults with the contractor and in penalizing him. Many government agencies do not feel that the onus of removing the barriers and to get the project successful lies as much on them as it does on the private party.

Poor performance in PPP projects has been attributed to many deficiencies with private parties also. There have

been many instances in which the private agency has taken the project through very aggressive and unrealistic bidding, and then sought to change the contract terms using its influence with the key decision-maker. While this strategy of currying favors might have worked in a few cases, more often than not, the project has run aground with a plethora of litigation surrounding it. The other reason for poor results has been the private agency's lack of project delivery experience.

Nevertheless, it is in the interest of the country's future that PPP projects are made to work and deliver. It is critical that solutions are found to all these defects. Repeated bad experiences with PPP projects will eventually drive the private sector away, which the government can ill-afford now. Similarly, unethical practices by the private parties will also cause a generic mistrust among government agencies towards the PPP model.

Of late, there has been talk of the need for arbitrators and regulators for PPP projects. An arbitrator is expected to pronounce a fair and objective verdict in case the parties need to depart from or review the terms of the partnership. The arbitrator will also fix accountability for non-compliance with the terms. Similarly, a regulator will be required to decide whether the returns from a project can be qualified as fair and justify the investment made by the private party. The regulator will also value and protect the government's interest in the project.

While there is indeed a strong case to position both arbitrators and regulators for PPP projects, there is an equally strong case for involving competent project management experts for the task. Right from structuring the project, completing the preparatory groundwork, preparing bid documents, taking it to the market, evaluating and finalizing the bids, to project management tasks during and after implementation, the need for professional expertise among both public and private agencies is very high. It is time to prepare a cadre of project management experts whose expertise can be used to ensure successful delivery of PPP projects.

(Mr. Jayesh Ranjan is a member of the 1992 batch of the Indian Administrative Service (IAS) and managing director of Andhra Pradesh Industrial Infrastructure Corporation.)

[Read related PM Network article here.](#)



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Cochin	1118072515	Exam date 25 July
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Winning Projects of 2014

The PMI India Best Project of the Year awards, presented at the PMI India National Conference in September 2014, shone the spotlight on project management excellence in projects of different size, complexity, and nature. In this issue, Manage India features two award-winning projects of 2014 that demonstrate how project success needs a fair share of human enterprise and the can-do spirit, along with modern technology and processes.

BY SAPNA GUPTA

Photo courtesy: L&T and GSPC



GOL India's Malaviya Thirty Three, an accommodation barge used during hook-up activities of L&T's process cum living quarter platform. GOL is India's prominent oilfield service provider.

PROCESS CUM LIVING QUARTER PLATFORM

PMI India Best Project of the Year

(Budgeted Project Cost of more than Rs. 1000 crore)

Larsen & Toubro Limited

Larsen & Toubro Hydrocarbon Engineering Limited, a subsidiary of Larsen & Toubro Limited (L&T), won the award in the large project category for the Gujarat State Petroleum Corporation's (GSPC) process cum living quarter platform (PLQP). L&T successfully installed the PLQP on the offshore block of the Yanam Kakinada coast in Andhra Pradesh.

The platform is the first gas production and process platform on the east coast and is claimed to be one of its kind for its high pressure and high temperature conditions.

PLQP has major process facilities like separation, gas dehydration with a handling capacity of 200 million standard cubic feet per day, and water conditioning capacity of 3750 barrels of water per day, along with a fully equipped living quarter and two turbine generators.

The biggest challenge in this project was a stringent schedule of 23 months from engineering to commissioning, as against the required 30 months for a project of this magnitude. The schedule of commissioning activities depended upon the availability of hydrocarbon gas by GSPC.

The design and engineering scope included building of a complex process platform within six months which included fabrication of major modules like:

- Process decks
- Living quarter and gas turbine
- Four-legged jacket structures, tripod and bridges

Six weeks were set aside for the installation of heavy modules, with the heaviest lift being that of 4,000 metric tons.

Additional challenges faced:

- Changes made to the engineering specification where the compressive strength of hydrocarbon gas was increased four-fold
- Increase in the height and diameter of the exhaust duct of the waste heat recovery unit
- Accommodating a mega process platform on a four-legged structure, known as a jacket, for operational requirement
- Changes in process requirements with additional equipment, piping, and deck extensions, and additional testing, following request for a more robust design of the process platform
- Communication challenges because of multiple teams working at different locations

Multiple L&T engineering centers, as listed in the table below, worked simultaneously to complete the engineering feat within the tight schedule.

Engineering center	Work allocated
Aker Engineering, Kuala Lumpur	Construction of jackets, process decks and living quarter platform
L&T Valdel, Chennai, and Faridabad	Oversaw fabricated modules, flare tripods and bridges
L&T Chiyoda, Vadodara	Provided solutions to gas dehydration
Modular fabrication facility, Hazira and Kattupalli	Facilitated all the fabrication activities
Heerema Marine, the Netherlands	Offshore installations

The L&T procurement group handled bulk procurements on fast track mode with the help of resources across the globe to expedite delivery. The fabrication work was distributed across multiple L&T locations, and pre-fabrication and assembly work were conducted parallelly to speed up processes.

L&T proactively organized a three-day workshop on the feasibility of simultaneous operation (SIMOPS). This integrated project management technique gave way to not only a safe, quick, and cost-effective method of concurrent installation and drilling activities, but SIMOPS turned out to be a major lesson learned during the project with the

Photo courtesy: L&T and GSPC



Installation of living quarter and process decks

pre-installation activities wrapping up at a record time of six weeks.

The engineering activities of the project were completed within 22 months as against the scheduled 23 months, thus placing the team one month ahead of schedule. The hook-up of the platform to the jackets was also completed within the construction phase.

L&T used several tools and techniques to overcome project challenges. The team used tools like Microsoft Office SharePoint Server for storage, correspondences, and maintenance of project documents and data. L&T ensured smooth incorporation of multiple schedules through integrated planning tools, with least human interference. Daily, weekly, and monthly planning reports were uploaded at multiple locations but compiled at the Mumbai head office. In cases where additional work was executed based on verbal agreements, it was documented along with client's acknowledgement.

The material management and finance & controlling modules of SAP, an enterprise resource planning software, were extensively used for better project control and management. The project management practices followed by L&T were completely aligned with PMI's *A Guide to Project Management Body of Knowledge (PMBOK® Guide)*. The team maintained Oracle Primavera schedules, progress monitoring, catch up schedules, risk reviews, and mitigation plans.

A few innovative techniques that earned L&T accolades:

Issue	Solution	Benefit
The platform crane could not reach the installation areas and the sea; fire and water utility pumps totaling up to 7 caissons of 11 meters long could not be transferred as a single load.	All caissons were placed on the yard as close to the final location as possible and telescopic installation methods were used where each structure was picked one-by-one and placed underwater using a telescope as a guide at their respective positions.	L&T saved 10 days of work by utilizing just 60 percent of the previously planned resources.
There was a huge level gap of 3750 mm between the cellar and sub-cellar level of the north deck, which was the only access to the platform from the boat landing.	A unique three-part walkway along with foldable, hinged staircase was invented to bridge the gap and cater to offshore hook-up activities.	Saved almost three weeks of critical offshore time.

Mr. Tapan Ray, managing director, GSPC, says, “GSPC has ventured into this high risk business of oil and gas exploration, development, and production, and we have found a strong and able business associate like L&T to achieve our goals.”

Mr. D. K. Gupta, executive vice president (operations), domestic oil & gas sector projects, L&T, sums up, “For close to two decades, we have been executing mega projects in the upstream oil and gas sector in India and abroad. We have been successful in developing a strong project management team, ably supported by in-house engineering, procurement and fabrication facilities.”

Photo courtesy: L&T and GSPC



Jacket being sailed for installation to the offshore processing platform

THE BUTADIENE EXTRACTION PROJECT

PMI India Best Project of the Year

(Budgeted Project Cost between Rs. 100 to 1000 crore)

Indian Oil Corporation Limited (IOCL)

Indian Oil Corporation’s butadiene extraction unit in Panipat, Haryana, is a landmark project that marks the company’s venture into the production of synthetic, commercial rubber. Butadiene, a value-added industrial chemical primarily used in the production of synthetic rubber, was available in IOCL’s existing Naphtha gas cracker unit in Panipat that provided the feed for production.

Below are some of the challenges the project faced:

- Frequent changes in scope with new requirements being called for additional pumps, piping systems, and equipment, with a minimum delivery period of 10-12 months.
- With no experience in either the construction or operation of a butadiene plant in the past, Indian Oil

Photo courtesy: IOCL



Shuttering works at the foundation of the butadiene extraction plant in Panipat

Corporation struggled with the design and construction of pipes.

- It had to ensure that no pockets were formed that would lead to butadiene leakage, which could pose serious health risks and production loss.
- After close to two years into the project, a decision was made to facilitate direct merchant sale of butadiene, leading to ambiguities on intermediate storage arrangements and its transfer to the Synthetic Butadiene Rubber (SBR) plant in Panipat.
- Multiple contractors, suppliers, and stakeholders with multi-lingual teams based in different locations and time zones, with different work cultures added to the complexities.

Engineers India Ltd. (EIL), a leading design and engineering organization in South Asia with decades of experience in the oil & gas sector, was the engineering, procurement, and construction management consultant for this project.

The IOCL project management office inducted experienced engineers to exclusively handle the butadiene plant project. Identification of critical milestones, estimates from feasibility studies, time-bound closures, maximum use of existing facilities, and reusable assets were a few approaches IOCL adopted for effective change management. The teams made extensive use of project management tools like Oracle Primavera to schedule, monitor, and control the project.

The teams worked in close co-ordination, back calculated the completion time of activities, put in additional resources

when required and prepared catch up plans. They conducted brainstorming sessions, audits, shop floor visits, and monthly, weekly, and daily review meetings with site and construction contractors, suppliers, and vendors to monitor and control progress.

Butadiene experts helped train existing IOCL engineers and carried out hazard and safety operations by installing a special chemical cleaning procedure and an innovative technique to ensure leak proof operations.

Instead of purchasing all the required equipment, the team camped at the project site for 20 days and re-engineered processes. One such innovation is to use existing transfer pumps to operate in dual mode – one for storage and transfer to SBR plant, and the other for storage and transfer to the loading gantry for direct merchant sale of butadiene.

The project was completed with no rework, or cost and time overruns, and adhered to quality assurances plans and standards, leading to an accident-free 20 lakh human hours.

IOCL's adoption of innovative construction techniques, mature project management processes, and the integration and synchronization of inter and intra personnel tasks led to the success of the project.

Mr. Narinder Kumar, executive director (project), IOCL, states, "The butadiene extraction unit project has set high standards in project management. It is a matter of honor for us that the project has won PMI India Best Project of the Year award under the medium sized projects category. Congratulations to the entire project team for the spectacular performance."

Photo courtesy: IOCL



Butadiene refrigeration system in the Panipat refinery



Dr. V. Sridhar

Project Management Lessons in Outsourced Product Development

BY DR. V. SRIDHAR & MR. ANEES HAIDARY, PMP



Mr. Anees Haidary

Ramping up operations to meet the requirements of a rapidly evolving engagement from an offshore location has its own challenges. A product development team at Sasken Communication Technologies that is working for a leading UK-based digital radio communication systems and applications firm has learned several project management lessons through such an engagement.

It all started in April 2011 as an evaluative exercise with a one-member team, co-located at the client site. Today, the engagement has scaled up to an Offshore Development Center (ODC) with about 35 engineers located at the premises of Sasken Communication Technologies in Bangalore. The team designs, develops, and tests Terrestrial Trunked Radio (TETRA), a standard developed to meet the needs of professional mobile radio products. One-third of the client's new product development work in this area is handled through this ODC.

Building Trust and Relationship

Mr. Subhas Kamble, program manager, Sasken, who has been with the project for the past three years, says, "The client being a pioneer in digital radio trunking systems has veterans in its development and testing team with an average Total Relevant Experience (TRE) of about 14.8 years. The Sasken team had to match their experience with expertise and productivity. In other words, the client should be convinced that there will not be any productivity degradation by outsourcing the project to Sasken."

The client had no prior experience in outsourcing. Hence, the first step during the engagement was to build trust with the client and establish a good working relationship. This also necessitated educating the client on the nuances of offshore outsourcing, Sasken's built-in processes in securing data and intellectual property, and Sasken's engineering and project management capabilities in delivery execution. The physical and logical separation of the ODC, a dedicated secure communication leased line between Sasken and customer locations, the configuration management and tools (either Sasken or customer owned) that facilitated offshore work, and many more associated information had to be explained to the client to improve trust levels. Today, the Sasken team with an average TRE of 6.8 years is able to match up with the seniors at the client site.

Product Evolution Management

The Sasken team did not have the complete product specifications and roadmap. The complete requirements document was also not available as the client, being a product company, was always found wanting on documentation. The team leaders studied the publicly available TETRA specifications and improved their knowledge to perform project specific tasks. The challenge for the team was to work in a technology intensive project with a partial view of the complete product and service specification with no associated documentation.

Dependency Management

The shipping of the hardware from the client location to Sasken ODC in Bangalore was fraught with numerous challenges. The European Union (EU) export license restricted the shipping of hardware with security features to non-EU countries. To deal with this problem, the security module was re-designed to be pluggable so that, if needed, the security module could be removed from the terminals before they are shipped for target-based software porting and testing in Bangalore.

The other major challenge was getting the experimental license from the Wireless Planning and Coordination (WPC) wing of the Department of Telecommunications, Government of India, for the import and operation of the radio frequency equipment, including TETRA terminals and base transceiver stations from the UK to India, and the subsequent operation of the same in the Sasken ODC. Sasken had to apply for an experimental license with WPC. It took almost 12 months for Sasken to get the license and import the hardware.

With these efforts, Mr. Kamble and his team were able to create customer satisfaction, confidence, and goodwill. It has motivated the customer to create more outsourcing opportunities to partner with Sasken.

(Dr. V. Sridhar is professor, International Institute of Information Technology, Bangalore, and Mr. Anees Haidary is senior manager, business excellence, Sasken Communication Technologies, Bangalore.)

PMI PUNE-DECCAN INDIA CHAPTER

10 Year Celebrations and Awards

PMI Pune-Deccan India Chapter organized its 10th year celebrations on 11 October at Damle Hall, Law College Road, Pune.

Mr. Rajarama Rao Bannengala, vice president, programs, welcomed the attendees. Mr. Girish R. Kadam, PMP, chapter president, spoke about the chapter's achievements and presented a movie clip on its key milestones.

Mr. Bannengala announced the launch of a new chapter initiative, the member mentoring forum. Through this initiative, the chapter will support paid members beyond project management certifications. The three key areas for the forum will be career development, PM best practices, and agile development practices.

PMI Pune-Deccan India Chapter has won the 2014 PMI Chapter Award for Leadership and the 2014 Chapter Award for Volunteer Program (Chapter Category II). The leadership award was presented to Mr. Kadam.

Mr. Kadam has been volunteering with PMI since 2002. He was associated with PMI Central Illinois Chapter, USA, till 2004. After returning to India, he was a board member at PMI Bangalore Chapter. Since 2007, he has been serving as a board member at PMI Pune-Deccan India Chapter.

Mr. Rinoo Rajesh, vice president, marketing & communications, received the volunteer award on behalf



Mr. Girish Kadam, Mr. Raj Kalady, and Dr. Vidya Yeravdekar after signing a memorandum of understanding between PMI Pune-Deccan Chapter and Symbiosis International University

of the chapter. Both the awards were presented at the PMI Community Awards Ceremony, held in conjunction with the PMI Global Congress 2014—North America in Phoenix, Arizona, USA.

The chapter signed a Memorandum of Understanding (MoU) with Symbiosis International University to promote skill development among students and provide platforms for interaction with industry experts.

The signed MoU was exchanged between Mr. Kadam and Dr. Vidya Yeravdekar, principal director, Symbiosis Society, in the presence of Mr. Raj Kalady, managing director, PMI India; Dr. Rajani Gupte, vice chancellor, Symbiosis Society; and Prof. Pratima Sheorey, director, Symbiosis Centre for Management and Human Resource Development.

On 6 September, CSI Aurangabad Chapter and PMI Pune-Deccan India Chapter jointly conducted a project management awareness session at the Deogiri Institute of Engineering & Management Sciences (DIETMS), Aurangabad. Dr. Ulhas Shiurkar, director, DIETMS; Mr. Kedar Panse, chairman, CSI Aurangabad Chapter, and Mr. Nitin Nalgirkar, vice-chairman, CSI Aurangabad Chapter, attended the full day session.

The speakers from PMI Pune-Deccan India Chapter were Mr. Harish Honwad and Mr. Makarand Hardas.

Around 150 students of computer science & engineering and staff attended the seminar.



Mr. Rinoo Rajesh (second from left) and other award winners with Mr. Mark Langley, president and CEO, PMI, (extreme left) and Mr. Ricardo Triana, chair, 2014 PMI Board of Directors, (extreme right) at the PMI Community Awards presentation ceremony

PMI WEST BENGAL CHAPTER

Corporate Event, Agile Sessions



Mr. Nilanjan Chanda speaking at IBM PM ShareNet 2014

PMI West Bengal Chapter was invited to speak at the prestigious IBM corporate event, PM ShareNet 2014, held on 26 September in Kolkata. In his keynote address, Mr. Nilanjan Chanda, chapter president, presented on the chapter's activities. He urged volunteers from the IBM project management

community to join the chapter volunteer team to work towards greater maturity of project management in the region.

Chapter delegates connected with fellow project management professionals at IBM during this occasion. This annual event was held simultaneously across major IBM locations in India.

The chapter is currently executing a series of "Learn & Earn" sessions on agile project management principles, practices, tools, and techniques. The objectives of these sessions are to enable participants with more advanced, applied level of knowledge to gain an understanding of agile project management methodology and the ability to apply relevant project management methods, leading to successful projects.

Starting September 2014, five sessions have been conducted. The topics have been "Agile Overview", "Deep Dive into Scrum", "Agile User Story, Agile Planning & Elaboration, Product & Sprint Backlog", "Agile Estimation", and "Agile Monitoring/Tracking, Scrum of Scrum, Distributed Agile".

Agile project management practitioner, Mr. Saikat Dutt, PMP, PMI-ACP, CSM, and author of "PMI Agile Certified Practitioner- Excel with Ease", has conducted these sessions.

R.E.P. UPDATE

Webinar Marks I.P.M. Day

International Project Management (I.P.M.) Day – the first Thursday of November each year – was celebrated on 6 November this year. This day has been set aside to recognize project management as a profession and project managers as practitioners.

At Alcatel-Lucent USA, an online symposium was organized that day to share knowledge among practitioners with presenters from both within the company and outside. The theme for the 8th Annual IPM Day Symposium was "Projects lead the way".

J. J.L. Hospital, vice president, Alcatel-Lucent Customer Program Management Operations, was the keynote speaker. The other key speakers were Mr. Chris Kindermans, managing partner, Kindermans Van Langenhove; Ms. Kimberly Wiefeling, author of the "Scrappy" series of books for project managers and leaders; Mr. Alexander Worm, PMO leader, processes, and tools, Alcatel-Lucent; Mr. Menno Valkenburg, PMP, leader, Ten Step NL Consulting Group; Ms. Barbara Trautlein, PhD, author of Change Leadership; Ms. Cynthia Scott, PhD, core

instructor and faculty director, Presidio Graduate School; Ms. Tina Martinek, vice president, Alcatel-Lucent Program Management; Mr. Cesar Abeid, PMI director, Western Ontario, podcaster, and social media expert; Mr. Vineet Chandra, senior quality manager, Alcatel-Lucent India; and Mr. Shine Sahadevan, head - organization markets, PMI India.

This year Alcatel-Lucent followed a different approach. Instead of a live event, each speaker was interviewed by a "speaker mentor" from PM-CERT, which is the adhoc team that plans and executes this event. Participants needed to register to watch the web event. With this format, practitioners across geographies from Australia to the Americas could take part.

Over 1000 project management professionals attended the event within a week. The webcast will be available in Alcatel-Lucent University for the next three years to enable more practitioners to benefit from the knowledge shared and earn professional development units (PDUs). The entire program entitles practitioners to 7.5 PDUs.



Mr. Raj Kalady addressing students and faculty members at NITIE on International Project Management Day

International PM Day Celebrations

International Project Management Day was celebrated at the National Institute of Industrial Engineering (NITIE) on 6 November. This event was jointly hosted by PMI and NITIE. NITIE is also the host institute for PMI India's Research & Academic Conference to be held later in February 2015.

About 100 post graduate students from three premier colleges, NITIE, Veermata Jijabai Technological Institute, and Narsee Monjee Institute of Management Studies, attended the event. The conference, themed "Stepping into the World of Project Management," provided students an opportunity to hear from the experts, learn best practices, and understand what opportunities lay ahead for them in the world of project management.

Mr. Raj Kalady, managing director, PMI India, spoke about the relevance of PMI's Certified Associate of Project Management (CAPM)[®] certification for young professionals, the increased importance of project management today, and the need to promote industry-academia interactions.

Dr. Mangesh Korgaonkar, director general, National Institute of Construction Management and Research, was the chief guest. The other speakers were Dr. Karuna Jain, director, NITIE, Dr. P. C. Sehgal, CEO, Mumbai Rail Vikas Corporation, Ms. Mahua Banerjee, project management transformations program leader, IBM India, and Mr. Vinod Khisty, dean, Larsen and Toubro Institute of Project Management, Vadodara.

PMI's Mr. Uday Yedur moderated a panel discussion, which was followed by an address by Prof. V. B. Khanapuri, a faculty member of NITIE.

Students also participated in project management games organized by games partner, Playject, a PMI Registered Education Provider (R.E.P.) to test the participants' project management skills.

India-US Technology Summit

The Confederation of Indian Industries (CII) and the Department of Science and Technology, Government of India, partnered with the Department of State, USA, for the 20th Technology Summit. Organized on 18 and 19 November, the summit was followed by two days of a Knowledge Expo on 20-21 November.

PMI India participated in the Summit and Knowledge Expo, along with many American and Indian organizations and government departments. PMI had a booth, which was visited by practitioners, academicians, students, and training bodies, and received a large number of enquiries on PMI offerings around certifications and R.E.P. opportunities.

Mr. Kalady participated in a panel discussion on "Make in India – Infrastructure Opportunities and Challenges" on the first day of the summit. The panel discussed ways in which India can move beyond its current infrastructure impasse and provide a boost to the manufacturing sector. Underscoring the importance of project management skills in infrastructure development, Mr. Kalady's session focused on how project management is an effective tool to bridge the gap between strategy and desired end-results. This was also covered by leading media.



Mr. Raj Kalady participates in a panel discussion during the India-US Technology Summit in Greater Noida

PMI India Champions Advocacy & Collaboration



PMI India Champion Mr. M. Manikandan, PMP (third from left), as Chief Guest at CMS College of Engineering

West Region Updates

PMI India Champion designate Mr. Vipin Shrotiya, PMP, conducted an eight-hour workshop on agile and scrum project management techniques at Cybage Software, Pune on 27 September. The workshop was targeted at managers, leaders, and senior engineers of the organization and focused on agile project management methodology and other software development models, an introduction to scrum, scrum roles, artifacts and practices, scrum release plan, estimation, scaling of scrum, earned value management, scrum and metrics, and scrum and Capability Maturity Model Integration.

Mr. Partha Ghose, PMP, member, Champion Advisory Committee (CAC), has been closely associated with SIES School of Management, Nerul, Navi Mumbai, and has been advocating project management among management students. These efforts have inspired 20 out of the 29 students of operations management to get PMI's Certified Associate of Project Management (CAPM)[®]. The school intends to now start a students' chapter, in association with PMI Mumbai Chapter.

On 14 October, PMI India Champion Mr. J. V. Rao, PMP, gave a presentation on project management and PMI credentials at Bhagwan Mahavir College of Engineering and Technology, Surat. He was accompanied by Mr. M. L. Da-

hima, PMP. The session was attended by 50 final year students and focused on the basics of project management, and PMI standards and credentials.

South Region Updates

PMI India Champion Mr. M. Manikandan, PMP, conducted project management knowledge sharing sessions on 17 and 29 September at the Nokia Chennai factory. A total of 15 supervisors and group leaders attended the sessions. He also spoke about the CAPM[®] and PMP[®] certifications, and career growth.

Subsequently, on 9, 10, 16 and 17 October, Mr. Manikandan planned and organized 35 hours of PMP[®] and beyond contact sessions in the Nokia RMZ Office, Chennai, which also involved the PMI Chennai Chapter. Ten Nokia employees attended these sessions.

On 11 October, he inaugurated the IT Association in CMS College of Engineering, Namakkal, Tamil Nadu, as the chief guest. He addressed a gathering of 275 engineering students on employability skills with a special emphasis on project management as an important skill that will take them to greater career heights. He also spoke about the CAPM[®] certification.

On 15 October, he coordinated a session by CAC member Mr. Visukumar Gopal, PMP, on value of project management for Nokia employees at the Nokia RMZ Office, Chennai.

PMI India Champion designate, Mr. Sowmya Narayan Varadhan, PMP, conducted PMP® awareness sessions at two locations of HP in Chennai. The sessions were attended by over 25 project leaders and project managers of HP.

PMI India Champion Mr. Sunil Telkar, PMP, with the help of the HR team of Praxair, Ms. Nandini and Ms. Sree Lakshmi, launched a platform to share project management knowledge, called “Project Management Pathashala” at Praxair, Bangalore, on 22 September. Mr. Telkar rolled out a series of eight half-day workshops on project management based on the PMBOK Guide® that is aimed at mid-level project managers at Praxair. Mr. Jacob Varghese, head – defense and aviation, PMI India, inaugurated the workshop with an introductory session on PMI. Mr. Telkar conducted half-day sessions with an introduction to project management, project management processes and lifecycle, project integration management, and project stakeholder management. His colleagues, Mr. Venkatadas Devishetty, PMP, Mr. Koushik Chakrabarty, PMP, Mr. Madhan B., PMP, and Mr. Gopal K., PMP, conducted sessions on project risk and procurement management, project scope management, project human resource and communication management, and project cost management, respectively.

East Region Updates

PMI India Champion Mr. Subhrangshu Sanyal, PMP, coordinated a workshop on project management tools and techniques with the help of an external speaker at SREI BNP Paribas, Kolkata, between 4 and 6 September. The workshop focused on project initiation process, creation of a business case, scope, and stakeholder and communication management.

Mr. Sanyal also conducted a project management awareness workshop in Kolkata on 18 October for the students of Camella Institute of Technology, Camella School of Engineering

and Technology, and Camella School of Engineering. He emphasized on the importance of project management skills in the career of an engineer. He also focused on the process leading to the CAPM® certification. Around 180 students attended it.

On 8 November 2014, Mr. Sanyal was invited by the academic council of GlobSyn Business School, Kolkata, to talk about PMI and the various certifications offered by the institute. The academic council comprised of distinguished personalities from the industry and academia. His session focused on the CAPM® certification.

North Region Updates

PMI India Champion Designate Mr. Gaurav Jain, PMP, conducted an introductory session on PMI and PMP® certification for the engineers and managers of large power projects at L&T Power, Faridabad. The event was held on 29 August. PMI India Champion designate Mr. Gaurav Sapra, PMP, launched a blog titled, “Program Management Churnings”, on www.projectmanagement.com. The objective of the blog is to offer insights, tips, tricks, and learnings from various programs and large projects executed in different parts of the world. [The blog could be accessed here](#). The first post is on “Benefits Realization Management”.

PMI India Champion Mr. Sonik Chopra presented an IEEE paper on “Implementing Agile with Old technology projects” at Amity University on 10 October. It was awarded the best paper in the category. Mr. Chopra also presented a webinar on “Behavior driven development with customer” for Cognizant employees on 16 October.

Champion-Chapter Collaboration

This month, we had meetings with local chapters on better collaboration by working towards the common goals.

(Contributed by PMI India Champion Mr. Sunil Telkar, PMP, MIMA)



Mr. Visukumar Gopal, PMP (sixth from left), delivered on value of project management for Nokia employees at the Nokia RMZ Office, Chennai



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