



Dear Members

Seasons Greetings!!!

Thank you for your continuous support as the chapter completes yet another year of great accomplishments and achievements. As we gear up for a new year, chapter continues its focus on spreading Project Management awareness across corporate and project management communities in the region.

The Chapter was invited to participate in Infocom, an initiative from the house of ABP . Chapter in association with PMI India hosted stall to create awareness about PMI and Chapter offerings to all the participants

Chapter also successfully conducted its 2018 AGM

As we are stepping into 2019 with new energy, we are looking for fresh ideas of passionate professionals as chapter volunteers. We encourage you to come forward and be an anchor in volunteer capacity to participate in various chapter's activities and events. This is the time to expand your network, attend chapter events, meet up and study for accreditation.

Cheers,  
Editor's Desk

### **Cover Story: Project Management – A Philosophy of Managing Uniqueness**

- The word “philosophy” is inherited from the Greek Word “Philosophia”, which literally means – “love of wisdom”. In essence, whenever we seek to understand fundamental and deeper truths about ourselves, our existence or our relationships with each other and to this world – the discussions tend to go out of the obvious boundaries of mundaneness and become philosophical.
- The word “Wisdom” does not bring any notion of quantification or compulsive certainty. For e.g. if giving reverence, honor and respect to God is a common wisdom – it does not bring any notion of time, space or quantification of the degree of respect that needs to be shown – hence an open ended subject. Therefore, if Philosophy is “love for wisdom”, then Philosophy has to remain open ended as well.
- On the other hand, a Project brings a notion of “definitiveness”. PMI defines a project as a temporary endeavor undertaken to create a **unique** product, service or result. Subsequently, Project Management is the application of knowledge, skills, tools, and techniques to project activities to meet the project requirements.
- Thus, project being temporary in nature, must have a definitive start and finish. The subject of Project Management, in spite of being as much of an art as it is science, can define in quantified terms the schedule, effort, budget, risk exposure, contingencies etc. – thus, pretty much a close ended subject.
- So, how can project management be equated to philosophy? In essence, how can a close ended subject get married with an open ended one? In this article, let's attempt to substantiate and realize if they can – rather, more appropriately, if they need to.
- **Unique? But in what form, how much and against what cost?**
- Let us have a perspective of “uniqueness” in a project from the story of Denver International Airport's (DIA) Baggage Handling System.

In November 1989, the construction of DIA got started with a target completion and gala opening in October 1993 – thus a straight four-year endeavor. With 6 non intersecting runways, each being around 3 miles long, DIA was planned to be built over a land area of 53 square miles in the lap and picturesque backdrop of the Rocky Mountains of Colorado. The magnitude and scale of this ambitious endeavor notwithstanding, the heart of uniqueness of the project lied in the “dreams” of building an automated baggage handling system, whose complicated yet integrated end to end design connecting across all concourses had the promise of substantial reduction in manual sorting and handling of luggage along with reducing the aircraft turnaround time (time needed for loading, unloading, and servicing an aircraft) to as low as 30 minutes.

The desired ambition to build and deliver this experience of uniqueness underwent through many roller coaster events – few of which are narrated below to support the substantiation. Each of these narrations in turn point out some important perspectives to reckon, since most of these are beyond the realm of the art of classical project management literature and discipline that are now taught:

- In Oct’90, almost one year since the project started, the city of Denver engaged Breier Neidle Patrone Associates (now known as BNP Associates Inc. - a leading organization based out of Connecticut - which specializes in Airport Systems Designing) to analyze the feasibility of building that integrated baggage system – the supposedly prime USP of DIA.

**Perspective:** The sense of uniqueness is a human feeling and not a quantified metric. Since it can’t be quantified, the timelines or urgencies to initiate the act to “deliver that feeling” is not easy to assess either – it becomes more difficult if there is no reference case study to compare against. Furthermore, this notion of the degree of uniqueness, will vary between individuals – since our feelings cannot just match with one another in its entirety. When DIA blueprint was drawn in the board rooms and the uniqueness of the idea of implementing the integrated baggage system was conceived, the desire to build the system was paramount but it lacked the wisdom to assess - “what is the right time to initiate the act to verify the feasibility of the system”. Hence, a philosophical paradox of uncertainty, rather than a deterministic and calculated certainty – ultimately leading to chaos.

- After assessing the scale and complexity of the system against the desired delivery timelines, BNP Associates concluded and reported that it’s an infeasible endeavor. In the meantime, however, United & Continental Airlines signed on the plans of using Denver as a hub – and became an active stakeholder in the game along with DIA’s own project management team. In June’91, almost 20 months since DIA construction started, United Airlines independently engaged BAE systems (a British multinational in defense, security and aerospace sector with no significant experience in building automated baggage system), to build the system for just one concourse - which was United’s prime interest to start their operations. To make matters worse, upon realizing that the automated system is being built only for one concourse, DIA Project Management Team opened the tender (to still satisfy their zest in delivering that desired uniqueness and grab all credit and attention) to 16 companies, out of which only 3 responded but got rejected, since none of them agreed to deliver within the stipulated timelines of Oct’93. Finally, in April’92, 30 months after the initiation of the project, 18 months after being assessed as an infeasible endeavor and 18 months before the destined completion of the dream - BAE Systems, in spite of their relative inexperience - was force fitted with the contract by DIA to build the end to end automated system connecting all

## Concourses

**Perspective:** When experience or conventional wisdom is ignored (as was done against the original recommendation of BNP Associates), the rational mind stops thinking since it gets cut off from the feeds based on which it can deduce further. Instead, the fundamental human emotions like fear, joy, anger, disgust, greed, surprise or anticipations, in varied combinations, reign supreme to influence decisions, actions and influence the outcomes. The essence of success gets diluted or evaporates therein, success becomes a victim and prey to a project environment, which - in spite of the presence of best project management brains, tools and processes – no more remains a close ended endeavor, rather turns out to be a concocted and uncontrolled outcome of open ended threads attempting to converge without any disciplined means – an area the fields of philosophy and psychology tries to address.

At the end, the story of DIA Project remained more of an enigma rather than a source of ecstasy and is cited all across as one of major debacles in the history of Project Management. On 28<sup>th</sup> Feb'95, with a delay of 16 months from the stipulated completion schedule, the airport was inaugurated and opened for the public against an increased spend of \$60 Million. By then, instead of the integrated automated baggage system across all concourses, it just had a disparate combination of one automated system in one concourse, a backup system to fall back on in the event for the automation failures and one conventional system with manual loading. The dream of delivering uniqueness by integrating all concourses with that automated baggage system remained unrealized forever though. In August 2005, 16 years since the inception of DIA construction and when the maintenance cost was bleeding at \$1M per month, the automated system was finally scrapped in favor of a fully manual system of luggage handling.

## **Understanding and managing “Uniqueness”**

Every individual or organization in this universe intends to be unique or deliver a unique experience to its customers – when they can they do, when they can't, they mimic to remain relevant.

When projects are conceived or ideated, usually by the sponsor or by the steering group, uniqueness in some way or other gets inbuilt within and further translated in form of – 1. Scope & Requirements to deliver and 2. Terms and Conditions to comply to deliver. If the project is an endeavor of a longer duration, then neither 1 nor 2 can be cast on stone right at the inception – it may change and in all probability, will change, since the notion of uniqueness changes often in the fast paced world we now live.

Hence, this uniqueness, as a combination of 1 and 2 above, can be injected in varied forms - e.g. Introduction of new features or models for the first time in the market or completing the endeavor in half the proposed timeline but with double in-scope features or delivering enhanced prime qualities with cheapest materials available in market etc.

The more intense, insecure, challenged, or politically motivated the surrounding backdrops, organization culture, market realities or interpersonal relationships are – the harsher the combination of 1 and 2 tend to become and more threatening an environment awaits the project manager to maneuver with his/her skills.

The ability of the project managers to understand, embrace and negotiate upon the notion of uniqueness and its associated open ended perspectives is increasingly becoming important these days – there is more of philosophy and less of mundane and expected close ended loops therein. Hence this awareness, ability to absorb and soak it against the backdrop of right perspectives will feed the emotional brain with the restrained source of impulses in order to keep it as active and balanced as that of the rational brain throughout the endeavor. The Tools, Techniques, Processes that the project management literature has taught and filled our rational mind with will then have an opportunity to bring in the supreme vitality they are meant for.

The marriage of philosophy and project management will find its bliss therein.

Cover story Article was contributed by Abir Biswas  
PMP, ITIL, Prince2 Foundation  
General Manager, Telecom Revenue Department  
Ericsson, Global Services India

## **Volunteer Opportunities: Enhance your career by contributing towards PMI**

There are many ways that you can contribute to PMI as a volunteer and advance your career. Our Chapter volunteer opportunities encompass a wide range of interests, skills and goals, so find the opportunity that's right for you.

### **Volunteers for Communication and Events portfolio**

Assist Associate and Board of Directors in conducting events, sending emails, promote events, training via social media



### **Volunteers for Membership portfolio**

Assist Associate and Board of Director in sending emails, promoting membership, retaining existing and getting new chapter members

### **Associate Director in Communication portfolio**

Assist Board of Director in all social media, email chapter communications, newsletters, website updates. Regularly attend BOD meet

### **Associate Director in Events portfolio**

Assist Board of Director in all conducting regular events, help promoting events. Regularly attend BOD meet

Volunteers would be required to spend 1-2 hours every month for Chapter

Please send details to

For Communication: [pmiwbc.communication@pmiwbc.org](mailto:pmiwbc.communication@pmiwbc.org)

For Membership: [pmiwbc.membership@pmiwbc.org](mailto:pmiwbc.membership@pmiwbc.org)

For Events: [pmiwbc.events@pmiwbc.org](mailto:pmiwbc.events@pmiwbc.org)

# Events & ACTIVITIES



# 2018

## AGM 2018

On 17th Nov 2018, Chapter conducted its 7th Annual General Meet at Indismart. The event was attended by Chapter members, partners and Save the Children NGO representatives. The meet started with discussion on Chapter's 2018 journey and success followed by Felicitation of volunteers of the quarter, 5 years Members, partners and Save the Children NGO. It was indeed a moment of pride for the chapter when the NGO received PMI of the year award for its New Horizon project, chapter has been actively associated with the NGO for PM workshops.

Chapter proudly presented its association with PM conclave, Regional, Global conferences and with Infocom to create awareness of the chapter activities and its active presence in promoting PM activities. It was quite interactive meet and well received by the members





## Chapter in Infocom 2018 Kolkata

INFOCOM, an initiative from the house of ABP was hosted in Kolkata on Dec 6-8, 2018. The Infocom conference was designed to elaborate on key issues of handling digital transformation in businesses, explore new opportunities that lie ahead, develop efficient and better products and services in the digital age and build on a growth path in a thriving competitive environment. Chapter in association with PMI India hosted stall to create awareness about PMI and Chapter offerings to all the participants. On 7<sup>th</sup> Dec, Chapter President Mr. Sumit Sinha, one of the keynote speakers at the conference discussed about Digital Transformation in Social sector – touching humanity through innovation. Overall indeed a successful event



## Chapter welcomes our new members

A warm welcome and hearty wishes for a successful career in project management.

- Mr. Anup Kumar Chakraborty
- Mr. Swarup Aich
- Ms. Sudakshina Bhattacharya
- Mr. Sayan Bose
- Mr. Saikat Chatterjee
- Ms. Rupashree Chaudhuri
- Mr. Abhishek Ghosh
- Mr. Biswajit Ghosh
- Mr. Subhendu Ghosh

- Mr. Chenqiang Man
- Mr. Apoorv Mehta
- Mr. P.V Satyanarayana Murty
- Mr. Kedo Nagi
- Mr. Saikat Sarkar
- Mr. Avik Sen
- Mr. Bakhtiyar Hasan Shaikh
- Mr. Pramod Gupta



### Etc that matters



#### Celebrating 50 YEARS of commitment to Project Management

Recognizing the professionals behind the projects that transform the world. 2019 will be more than a celebration of our 50th Anniversary. It will be the start of a project management Global Celebration of Service that will go on throughout 2019 and beyond. PMI is leading this effort to address important issues and causes in local communities that will help ensure a better future for all.

Join us in our Celebration of Service  
<https://www.pmi.org/anniversary>

## Volunteer of the Quarter

*“Those who can, do; those who can do more, they volunteer”*

Special Appreciation as  
 “Volunteer of Quarter ,  
 Winter 2018” goes to  
 Suman Das



PMI West Bengal Chapter leadership would like to thank Mr. Suman Das for his continuous contribution to the chapter initiatives for Training portfolio.

Congratulations Suman Das!

### Chapter Congratulates ACP pass outs

Well done! Your good results will open new doors of opportunities.

Chapter congratulates Mr. Pratik Singh and Mr. Subhajit Ghosh for successfully passing ACP certification

Congratulations once again !!!



Share your thoughts and suggestions to  
[pmiwbc.communication@pmiwbc.org](mailto:pmiwbc.communication@pmiwbc.org)

Visit Chapter Website <http://www.pmiwbc.org/>



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PMI West Bengal Chapter



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