Dear Members,

Wish you all a very Happy and Prosperous New Year 2018. Hope you had cherished glorified moments in 2017 and your journey was fun filled and memorable.

Chapter had an immense journey in 2017. This Year’s major highlight was the regional conference 2017 hosted by Chapter. This was for the first time Chapter had held an event on grand scale in collaboration with PMI India. The year also witnessed chapter’s strategic initiative to foster and spread project management in Bhubaneswar.

Chapter participated in PMIF Initiative with PMI India Champions to impart training on project management for NGOs. Chapter collaborated with Rotary Club and XLRI Jamshedpur and also participated in in Infocom Digital India Event hosted by Anand Bazaar Patrika Group

Chapter had conducted elections for 6 positions and 5 positions were duly filled in successfully.

West Bengal chapter has been nominated as a finalist for the "The Chapter of the Year Award" and entered 500 club membership in 2017

Overall a successful year. Chapter looks ahead to achieve major milestones in upcoming year 2018 and thank all stakeholders who have been with us to accomplish our mission to foster professionalism and promote the quality and reach of Project Management.

Cheers,

Editor’s Desk

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Cover Story: Communicating Effectively in Rapidly Changing Times

Project management is defined as the discipline of initiating, planning, executing, controlling, and closing the work of a team (for a project) to achieve specific goals and meet specific success criteria at the specified time.

Times a la changing ...

We also know that as simplistic as it sounds, it is definitely not simple! In the hierarchy of the organization, the role of a project manager is the most crucial and by far the most difficult. With each passing day, customers are becoming more and more demanding. They want everything and if possible, today! Managing the ever changing scope and requirements to suit the customers’ needs, with best quality, in the shortest time and of course at the least cost is becoming the order of the day. The dynamically changing project environment and the evolving trends in the industry necessitate the project manager to have additional skills. The pulse of the current scenario has prompted PMI to put a section on Agile practices under each knowledge area of the PMBOK 6th Edition.

Communicate NOW or die ...

We have seen it all - starting from the waterfall model to iterative, spiral and now agile. There have been changes in tools and techniques, means, methods and measurement goals. With all these changes, the one area which has become crucial is communication.

Emails have become passé. In this age of Skype, Video conferencing, Viber, Snapchat, Podcast, WhatsApp, Instagram, Facetime and innumerable communication apps, everybody wants ALL information NOW!

Common ground ... but how?

In Latin, “Communis” means common. Communication means “to establish a common ground”. This common ground has to be established by the Project manager between his globally distributed teams, sometimes globally distributed stakeholders, between diverse functions of the organization (like Finance and HR) and also with the divergent and heterogeneous groups in the team (like development and the QC teams). It is an accepted fact that project managers spend 90% of their time in communication. Due to the distributed and diverse groups, the time that a project manager spends in communication has definitely moved two to three notches up not only in the amount of time spent but also in the complexity and variety of communication. The communication plan has become complex. The method of message delivery has become intricate and more and more technology driven.
So, what should the poor project manager do to adapt himself to the changing times? All project managers know the basic techniques and tools of communication. Things like the **5 Ws and 1 H** – Why, What, Where, When, Who and How. We also know the importance of communication plan and transparency. **I will talk more about the nuances**. When a project manager communicates, he or she has to understand the cultural aspects too: subtleties of the language, values and the societal norms of the region, the age group and the political scenario. “**Command and control**” communication style might work well with people in their 40’s and 50’s but it will not go down well with **the Millennia's who expect a much softer style that challenges and inspires without being autocratic**.

The **High Power stakeholders** have to be managed really well as they are usually the sponsors and the important decision makers. Appropriate communication with them is one of the key points for the success of the project. The communication has to be adapted depending on the **power-distance** aspect as well as the **culture of the organization**. For example, in organizations which are attuned to the Asian/eastern culture, direct dissent to any point is usually not taken well by the senior management. They have to be dealt in a more subtle way, breaking the bad news in an indirect fashion, taking care of their sensibilities such that their ego is not hurt. Alternatively, in organizations where the western culture is prevalent, they prefer a more direct and to the point communication. The Senior management there is averse to surprises, wants more transparency and timely communication of the impending risks.

Communicating with a **globally distributed team** has its own complexities. The tools and techniques like templates for reports, agenda for the meetings, common goals etc. are tried and tested and work well. But if the project manager can go a step further, taking care of the **collectivist or individualistic culture** of the geography of the distributed team, the cohesiveness and productivity of the team is bound to increase. Collectivist cultures, such as those of India, China, Korea, and Japan, emphasize family and work group goals above individual needs or desires. Individualistic culture, like in US, UK, Australia, Canada, is a society which is characterized by individualism, emphasis of the individual over the entire group. For example, while structuring and communicating a reward and recognition program, the project manager might offer a team award to the team stationed at Bangalore but an individual best performer award in his team in the US.

Conference calls on VOIP, video conferencing has now become a mandatory communication channel but the **main lacunae of virtual teaming is the lack of personal touch**. We miss out on the important aspects of the **body language** – the smile on the lips, the tweak of the cheeks and the hurt in the eyes. It has been researched and proved that **55% of the communication consists of the body language**. Sometimes waiting for all the participants to join can be very frustrating, but over the years I have figured out a way how these minutes can be utilized to make up for that much needed personal touch. Let me share an anecdote with you. One day, while attending the teleconference, Tim’s dog started howling. People in the teleconference went silent for a few seconds and then the conference continued as if nothing had happened. Just after concluding the meeting, before the “Byes”, Susan, the project manager, asked Tim “Hope your Dog is OK ....". And this started the conversation around Tim’s Dog. Almost everyone chipped in and this went on for about 5-7 minutes. **But these five minutes were the Golden Minutes.** The team shared thoughts about their pets, gave tips and a very personal bridge was made among the team members. In the next meeting, the first question asked was “Tim, How is your Dog?”
Such instances create a personal bond and go a long way in building rapport in a virtual team and we can actually feel the smile and warmth of the person who is sitting far away from us!

An adept project manager looks for “cross cultural noise” to avoid miscommunication. I will narrate another anecdote to elucidate this.

A project is in progress. The customer is a big US Financial firm. The software is being developed in India, in Bangalore. It is a Friday evening. As usual, the schedule is tight and the project team is chasing the deadline of delivering it on Monday. Everything is almost ready, but a last minute change needs the testing team to test and verify things before the final delivery. The Project Manager asks Neha and Srini, the two most competent testers to work on Saturday so that the deadline can be met.

Both of them work the full day on Saturday on the software build but still there are a few test cases which are pending execution. The customer wants a conference call with Neha and Srini.

"Hello Srini...!" Anne, the onsite project manager greets the team.

"Hello Anne !"

"What is the Status ?"

"Well, my part is over, but Srini still has a few pending test cases which need execution" Neha quips.

"Srini... will you be able to complete them today ?"

"Srini... the execution of these test cases takes about 6 hours time and it is already very late ..." Srini

"Hmmm... are you coming tomorrow for this ?"

A long pause at the other end.

"Srini...."

"Yes.... Anne ....."

"Yeah ...

"It is my son's birthday tomorrow ... we have to go to the temple in the morning and in the evening Payasam will be cooked ...."

"Ok ! Thats Great ! A very happy birthday to your son !"

That was the end of the conversation. What do you think happened next?

The project was NOT delivered on Monday because Srini did not come to office on Sunday to execute those test cases.

Srini, when he said that it was his son’s birthday and payasam etc, he thought that Anne would understand that he could not come for work on Sunday. In the southern parts of India, going to the temple on birthdays and spending time for worship is sacrosanct.

Anne, on the other hand, did not understand this cultural aspect. She politely wished "Happy Birthday " for his son, but assumed that Srini would be executing the test cases on Sunday so that the deadline can be met! Indeed, a classic case of “cross cultural noise”!

Communication is an art. It can never be perfected but definitely can always be improved. It is pivotal for mobilizing a project effectively. Communication is not only about speaking to and hearing from people, it’s about understanding the complete message with your brain as well as your heart, to be authentic, understanding the feelings, being transparent and not mincing the facts.

Though there are several processes, procedures, templates, rules etc. , there are no straight jacketed rules for the communication to be really effective. The project manager has to adapt his or her communication method, mode and style to suit the situation and the environment. With effective communication, the teaming will become stronger, the stakeholders will be more satisfied, the inter group co-ordination will become seamless , the global teaming will become cohesive leading to a successful project journey.

This article was contributed by Ms Ananya Das - MBA, Mphil – Global head IT and Chief Information Security Officer – Softage Information Technology Limited
Project Management Training for “Save the Children” in Kolkata, India

The Year started with PMI Education Foundation (PMIef) first initiative in Kolkata wherein West Bengal chapter and PMI India champions collaborated to impart training on project management. The objective was to help its implementing team to improve application of knowledge, skills, tools, and techniques of project activities. This was scheduled for 14th and 21st Jan 2017. The training session was attended by 11 participants. Save the Children is India’s leading independent NGO and child rights organization.

It was a 2-day session where the best practices were tailored to meet the challenges faced by the participants in their day-to-day work, while serving the community and case studies were presented by the participants. It was an overwhelming and enlightening experience for the chapter; learn while training.

PMI West Bengal Chapter becomes member of PMI’s 500 Club in 2017

President meet – 24 June

There was President meet for all Indian based chapters to discuss strategic initiatives to sustain and take chapters to next level. Engaging Students and Faculty for the growth and development of management community is the prime focus. PMI CXO meet would be conducted in Kolkata in Dec 2017.

For more details please visit YouTube: https://www.youtube.com/watch?v=ZTeBR-uDRig
PMI India Regional Conference 2017

Sustainable Socioeconomic Growth of the Region, Through Project Management - this was the conference theme that was dedicated to align the aptitudes of the practitioners, to keep them abreast with the current market needs, industry trends and technological innovations that are contributing to worldwide project success and beyond. The focus of the conference was on the role of project management towards the sustainable development of the eastern region and the ways in which the development could be accelerated through all the strata of the society. The event provided an opportunity to all the practitioners to engage with some of the leading lights in the field of technology, academics, social sector, infrastructure, and many others.

The Conference was held on the 22nd of April at the well known historical establishment at Kolkata, The Grand Oberoi. The conference was inaugurated by the Guest of Honor, Mr. Subrata Mishra, Joint Managing Director, M.N. Dastur along with Mr. Raj Kalady, Managing Director, PMI India, Mr.Sumit Kumar SinhaPresident PMI West Bengal Chapter and Mr. BG Jayaram, PMI region Mentor. The other luminaries at the conference included keynote speakers viz. Mr. Rajesh Ranjan Jha, Vice President – Engineering, Tata Steel; Prof. Prithwis Mukherjee, Program Director, Praxis Business School, Kolkata; Mr. Indrajit Sanyal, Senior Director, IT and cloud services, Ericsson Global Service Centre; Mr Tejas Sura – PMI Board Member and Mr. Ashutosh Chatterji, Director, Microsoft Corporation, USA with Mr. Ried Simon, Consultant, Microsoft Corporation, USA. The conference was convened with the objective to recognize and to ignite the three concepts with respect to the Eastern Region – Socioeconomic Growth, Sustainability and Project Management. These three concepts when woven together have proven to produce results that make the impossible possible. This was the underlying vision of holding the conference with regards to the sustainable growth of the Eastern Region.

This conference provided a platform for all to take away valuable lessons, implementable actions and food for thought. The industry experts had an opportunity to interact with the audience, to hear their perspectives and get a live feedback and to create a greater field of influence, so their experience and best practices could be carried to various organizations and create a trigger for a standardized PM culture.

The conference also provided an opportunity to award various delegates and recognize their efforts in changing the lives of the people.

As Confucius once said, “A journey of a thousand miles begins with a single step”. Conference pics are available at below link https://www.facebook.com/pg/PMI-West-Bengal-Chapter-718462994931757/photos/?tab=album&album_id=1169265636518155

For more details please visit YouTube: https://www.youtube.com/watch?v=zTeBR-uDRig
For more details please visit YouTube: https://www.youtube.com/watch?v=zTeBR-uDRig
Learn & Earn- Consulting for Project Managers

Beating the hot afternoon sun on Saturday 20th May, more than 20 project management professionals attended the Learn & Earn Session organized by PMI West Bengal chapter on “Consulting for Project Managers" at IBM office at DLF II, Newtown. The speaker Mr.. Anindya from IBM shared his vast professional experience and provided insights on how a project manager will enhance the consulting skill, how and in what scenario’s a project manager will become a consultant to the customer. Mr.. Anindya also provided tips & techniques on developing and delivering a winning presentation. It was quite an interactive and informative session. The day ended with light snacks and tea.

Rotary Club Renaissance

PMI West Bengal Chapter was invited by Mr.. Chirabrata Majumder, President of Rotary Club Renaissance in one of the Board Meeting at Deshapriya Park on 17th June. Chapter showcased its capabilities in Education and Training along with engagements in Social Sector. Chapter's Initiative for hosting regional conference was also highlighted . It was well appreciated by the BODs followed by the felicitations from the Senior Rotarian.

For more details please visit YouTube: https://www.youtube.com/watch?v=zTeBR-uDRig
Strategic Meet – CSM Technologies Bhubaneshwar On 24th June, 2017

Chapter President Mr. Sumit K Sinha had visited CSM Technologies Bhubaneshwar for strategic discussion with CEO and Mr. Prabhu. The focus was to conduct regular Learn and earn sessions, seminars etc. for Bhubaneshwar and around the cities. Also there would be awareness session conducted on PMI. The first Learn and Earn event for Bhubaneshwar would be conducted by the chapter in July 2017. This was indeed a privilege and honor for the chapter to extend its support beyond West Bengal and support near by regions to spread the PMI flagship.

Learn & Earn - “Stress Relief through Meditation and Pranic Healing”

PMI West Bengal Chapter conducted a unique and one of its own kind of session of Stress relief through meditation and pranic healing. Stress management has become part and parcel of our life which can really help us to maintain a work-life balance. The members were guided on various simple yet effective ways to reduce stress. The speaker/instructor covered practical meditation and application of Pranic healing to improve different facets of our life: health, relationships, prosperity and spirituality. There was a satisfactory response from most of the participants for this session and they shared their joyous experience. The Instructor of the sessions namely Dr. Debasree Roy Chowdhury, Mr. Sanjay Agarwal and Mr. K K Chakraborty were handed over the Memento for conducting the session.

For more details please visit YouTube: https://www.youtube.com/watch?v=zTeBR-uDRig
“On 5th August, 2017, PMI West Bengal Chapter made a strategic move to conduct a Learn and Earn on “Implementation of Lean concepts in Construction Sector” in Bhubaneshwar in the CSM Technologies campus. The session carried out with the help of CSM Technologies allowed the reach and spread of the PMI WBC to one of its important region i.e. Orissa. The session commenced with the guest welcome statement of Mr. Prabhu Mishra and Mr. Pradyut Dash followed by the well-articulated introduction of PMI and PMI WBC by the President, Mr. Sumit Kumar Sinha. The in-depth knowledge of PMI provided by the President was a delight.

The meritorious speaker Mr. Manoranjan Misra delivered a stimulating speech on application of Lean Concepts in Construction Project and touched various aspects of it which included the benefits and it applications in construction sector, value stream mapping, root cause analysis, last planner tool and live case study of Mahanadi bridge construction at Cuttack.

After the session, vote of thanks was extended to the speaker Mr. M. Misra and the CEO of CSM Technologies Mr. P N Pani with mementoes. The session concluded with a strategic speech of Mr. Abir Biswas and talks from Mr. Pratik Kr Singh, Mr. Arabinda Bhar and Mr. Supratim Sen.

For more details please visit YouTube: https://www.youtube.com/watch?v=zTeBR-uDRig
**Workshop at XLRI – Jamshedpur – Aug 19, 2017**

On August 19, 2017 PMI WB Chapter organized a Student’s Workshop at XLRI – Jamshedpur. The workshop was organized to develop a long-term relationship for strengthening the base of student membership. This was an initiative of the Outreach Taskforce of PMI WB Chapter. The team of delegates was led by Chapter President – Mr. Sumit Sinha, and the team comprised of Ms. Sudipa Mohanta, Mr. Abir Biswas and Mr. Chirabrata Majumder. The team had a very fruitful meeting with Prof. Dr. Rajiv Mishra – Head of Project & Operations Management. Dr. Mishra have invited Chapter to organize two Elective Sessions for Project Management students and also requested chapter to support XLRI in other collaborative engagements from PMI.

The main event with the students started at 5:00 PM and President delivered the inaugural session followed by Mr. Abir Biswas explaining benefits of being a student member and how the PMI certifications helps in building a career in any industry.

Before concluding an interactive session called Quizzepedia was conducted by Ms. Sudipa Mohanta and Mr. Chirabrata Majumder which focused on 5 Process Groups and 10 Knowledge areas in the light of Dilbert Principles. The entire event was highly appreciated by the students.

For more details please visit YouTube: https://www.youtube.com/watch?v=zTeBR-uDriG
Learn & Earn Session – Sep 2017

Mr. Kallol Basu, the impactful speaker for a Learn and Earn Session organized by PMI West Bengal Chapter on “Organizational Change Management for Business Transformation in Digital Era” on 9th September 2017 delivered a highly knowledgeable speech on the aforesaid topic. The relevance and insight provided by the speaker in today’s Digital Era of Change Management and its framework triggered a curious yet satisfactory response to the participants and appreciated by all. The session concluded with token of thanks to the speaker by the President.

Chapter Elections -2017

Chapter conducted elections for six positions in Sep 2017. Two positions were duly filled by elections – Secretary – Ms. Saon Sen Nandi and Communications – Ms. Rekha Unni. Board of Directors nominated and filled in 3 positions – Mr. Pratik Singh – Events, Mr. Abir Biswas – Marketing & Strategy, Mr. Chirabrata Majumder – Corporate & Student Outreach. Chapter congratulates newly elected board members.
Learn & Earn- Artificial Intelligence and Machine Learning for Project Managers

PMI west Bengal chapter conducted an learn and Earn session on “Artificial Intelligence and Machine Learning for Project Managers” in TATA Communication campus on 11th Nov 2017 from 11am to 1 pm. This session was carried to spread awareness and align current & future project professional on new emerging smart technology of Artificial Intelligence. Mr. Pratik Singh presented welcome note followed by chapter president Mr. Sumit Sinha who articulated Introduction of PMI & PMI WBC. Mr. Sinha introduced Speaker Mr. Shamik Choudhury who happens to be his old colleague and shared some old memories about Mr. Choudhury.

Mr. Choudhury who has extensive knowledge and rich experience on Artificial Intelligence and Machine learning, shared his views on application of Artificial intelligence on modern day technologies for the service of mankind. He touched upon various aspect of AI & machine learning like decision tree, random forest, logistic regression etc. with day to day application like spam filtering, google search engine etc.. The session was very communicative with participation from audience which consisted people from both IT & non IT.

After the session, vote of thanks was extended to speaker Mr. Shamik Choudhury and Chapter Vice president Mr. Tamal Banerjee who presented mementoes to Mr. Choudhury. The session concluded with speech from Mr. Sinha who highlighted hype surrounding AI, which is portrayed as either a servant, and eliminating jobs. He pointed out this should be seen as blessing to mankind and human mind should be utilized to bring new innovation and more better emerging technologies for betterment of society.

For more details please visit YouTube: https://www.youtube.com/watch?v=zTeBR-uDRig
Chapter AGM - 2017

Chapter hosted AGM on 5\textsuperscript{th} Nov 2017 at Indismart, a year long journey of the chapter with the initiatives for taking chapter to next level was discussed and this was well received by the members.

CEO Round Table Series

Mumbai Conference Participation

President Mr. Sumit Kumar Sinha attended PMI Mumbai Chapter Conference and discussed chapter strategic initiatives to take it to next level.

Chapter of the Year Award Finalist

PMI West Bengal chapter was nominated as a finalist for the "The Chapter of the Year Award" - this program recognizes the chapter for 2016 activities, initiatives and commitment to promoting project management in community.

For more details please visit YouTube: https://www.youtube.com/watch?v=zTeBR-uDRig
Learn & Earn on “IOT and telemetry devices, the connected physical world” on 9th December 2017.

Chapter had conducted a session on “IOT and telemetry devices, the connected physical world” on 9th December 2017.

Primary objective of the session was to align Project Professional with the latest developments in IoT and future trends.

Chapter Vice President Mr Tamal Banerjee presented a welcome note to set the stage.

Mr. Sujay Nandi, who has extensive experience as an Architect, took explained with examples from the real world, trying to draw analogy on how these devices are helping various industries and how it will be a game changer in the future.

The session was attended by practitioners from different industries like Heavy Electrical Equipment Manufacturer, SCADA Implementer, and Present IoT Vendors.

The session concluded with a vote of thanks from Chapter President Mr Sumit Sinha and a brief note on how Chapter was associated in supporting the Digital Transformation through PM Frame-work.

For more details please visit YouTube: https://www.youtube.com/watch?v=zTeBR-uDRig
PMI West Bengal Chapter participated in Infocom, a technology and leadership conference hosted by the Anand Bazaar Patrika Group. The theme for the conference that turned 16 this year was “Digital Transformation.” More than 1,000 delegates, 250 CIOs and 100 speakers took part in it from 7-9 December.

Chapter president Sumit Kumar Sinha spoke on the “Role of Agile Project Management in the Era of Digital Technology” at the conference. Infocom organising secretary and associate vice president, and chief IT advisor, ABP Pvt Ltd, K K Mahapatra said the session was highly relevant. Mr. Sinha explained how project management can improve the overall overall efficiency of the project team. He said project management will change the way teams operate in the future to provide better service to customers and drive an organization towards higher agility, transparency, and success.

The PMI stall at the venue provided delegates information about PMI, PMI West Bengal Chapter, and its work in leadership building and mentoring.

For more details please visit YouTube: https://www.youtube.com/watch?v=zTeBR-uDRig
“Nobody can do everything, but everyone can do something”; Chapter recognizes and appreciates the effort and support of volunteers for their contribution. This prestigious award of the chapter is in recognition of your leadership to take forward PMI West Bengal Chapter initiatives in the region successfully aligned with its vision.

Volunteer of the Quarter - Spring
Special Appreciation as “Volunteer of Quarter, Spring 2017” goes to Subhajit Ghosh

Volunteer of the Quarter - Winter
Special Appreciation as “Volunteer of Quarter, Winter 2017” goes to Arundhuti Dasgupta

Volunteer of the Quarter - Autumn
Special Appreciation as “Volunteer of Quarter, Autumn 2017” goes to Prabhu Misra

Volunteer of the Quarter - Summer
Special Appreciation as “Volunteer of Quarter, Summer 2017” goes to Prosenjit Roy

PMI Regional Conference India 2018 - Pune
PMI Pune-Deccan Chapter is proud to host the fourth PMI India Project Management Regional Conference. Aptly themed Achieving Business Transformation Through Project Management the conference will focus on how proven Project Management techniques can be adapted to yield better results and help organizations make a higher impact in the region’s and the country’s economy in this disruptive age.

This Conference is the region’s largest annual gathering for CXOs, trainers, experts and professionals to rigorously promote the discipline and practices of project management across varied domains. We invite you to come be a part of this knowledge enriching event and learn, network, share and grow.

For more details visit link: http://www.pmi.org.in/pmrc18/

“I HAVE TOO MANY PROJECTS. I'M FREAKING OUT.

EXPERTS SAY YOU SHOULD TACKLE THE MOST UNPLEASANT TASKS FIRST. SO YOU HAVE A FEELING OF ACCOMPLISHMENT AND CONTROL.

NOW I HAVE TOO MANY PROJECTS AND SOME EXTRA ANXIETY THAT I'M DOING THEM IN THE WRONG ORDER. OFF YOU GO.

“Crisis of today is the joke of Tomorrow”. bringing humor to various management scenario 😊