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Dear Chapter Members,

Greetings to all the chapter members. As we come to the close of Year 2016 want to take an opportunity to share a commentary on various initiatives that we have worked on over the course of the year. We have seen a marginal increase in the member count and we stand at 1072 while we author this article. Thanks for the continuous support shown and the faith reposed in the chapter. We had a successful PM conference in July and multiple Networking meetings conducted during the course of the year. We have conducted in all 5 networking meetings so far and have the AGM planned for 25<sup>th</sup> Nov. we have released two editions of newsletter and this is the third edition this year. We have tried varied genres of speakers and topics to help engage the members. I hope you all have enjoyed the sessions.

We have shifted to a new look and feel of the chapter website. We use the Facebook and other social media channels to communicate and know the pulse. There are surveys that we conduct to hear from you members. Request you all to take time to

participate, contribute and write back to make this chapter a live platform.

As the year comes to an end we will be hosting an AGM on 25<sup>th</sup> Nov. request all of you to take time to come attend and know about the operational aspects of the chapter and at the same time enjoy the networking opportunity.

We are looking for volunteer leaders to come join my team on the board. Please write back to me in case any of you have the energy and ideas to make a difference to chapter by serving on the board.

Regards,

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## PM Article

### Emerging Trends in Project Management



**Bhaskar Reddy G (PMP, KMP, SAFe SA & ASM, FLMI)**

This paper introduces the trends to develop proactive and sustainable processes in Project Management (PM) and an evolution of project manager. In today's business world, many corporations created a specific role for the project managers and they are increasingly asked to lead the organization in transformative ways. Since project managers interact across the entire functional areas and are often exposed to the ongoing trends within an industry when compared to all others. It not only lead to increased & expanded project manager roles, but also, tools and training have emerged to support the project management specialization in the global marketplace.

This paper highlights versatile case studies, articles, and data to identify trends and best practices in project management. It is focusing on strategies & tactics used by project managers to enrich the processes and strengthen project management value to the corporate structure. Lastly, it is also covering few trends that project managers have noticed are such as view PMO as a potential profit center (vs. a cost center), aggressive planning sustainability into projects and an increased emphasis on PM soft skills & corporate social responsibility (CSR) etc.

#### Introduction

Project Management has been an established discipline over decades and most will recognize PMI (Project Management Institute)'s body of knowledge (PMBOK) as the de facto standards of Project Management across the globe. At the same time, during recent years, many research communities, including PMI, have been carrying out initiatives pushing boundaries of the body of knowledge. A lot of emerging trends in Project Management have been discussed in journals. Of course, many studies stretch from classic topics of Project Management and methodological research.

This article looks at the various emerging trends in the world of Project Management and how these are gaining

ground among traditional project managers. Also, it elaborates the excitement in PM community, why they are important and what difference they are making in project work today.

- Per author, the following are few emerging trends in the world of Project Management:
- Per Innovation, Technology, and Customer Centric, trends in the Project Management
- Emergence of Systems primarily the Success Metrics in the Project Management
- Evolution of the project management office (PMO)
- An increased emphasis on the soft/interpersonal skills of project managers
- Aggressively planning sustainability into projects with a focus on corporate social responsibility

#### 1. Per Innovation, Technology and Customer-Centric, Trends in the World of Project Management

**\* Traditional / Waterfall Planning:** The waterfall model is a sequential design process, used in software development processes, in which progress is seen as flowing steadily downwards (like a waterfall) through the phases of conception, initiation, analysis, design, development, testing, production/implementation and maintenance / support. The waterfall development model originates in the manufacturing and construction industries: highly structured physical environments in which after-the-fact changes are prohibitively costly, if not impossible. Because no formal software development methodologies existed at the time, this hardware-oriented model was simply adapted for software development.

It is also referred to as a linear-sequential life cycle model. It is very simple to manage, understand and use. In this model, each phase must be completed fully before the next phase can begin. This type of model is basically used for the project, which is small and there are no uncertain requirements. At the end of each phase, a review takes place to determine if the project is on the right path and whether to continue or discard project. In this model the testing starts only after the development is complete.

**\* Rolling Wave Planning:** Rolling-Wave Planning is the process of planning a project in phases as it proceeds rather than completing a detailed plan for the entire project before it begins. The concept is based on the realization that too much detailed planning at the outset of a project is wasteful.

Imagine planning every work item of a six-month project that involves 30 people and it is impossible to plan with such a granular level during the beginning of the project. Planning is dependent on speculation and the further out you plan the more quickly your plan will become obsolete as conditions in the project change. On Rolling-Wave Planning, you build your plan over time as the details of the project become clearer. Rolling-Wave Planning is becoming the default approach and is here to stay in the project management world.

**\* Move to Agile, Lean and Kanban:** Agile puts people over the process, involves the customer more, takes out the top-down hierarchy & allows the team to be self-organizing and focused on delivering value over documentation. It is true that project management is to remain relevant whereas the project managers need to become adaptable and prove their value in facilitating delivery on a variety of projects using a variety of approaches.

Why are project managers making the switch? The State of Agile DEV Survey may provide an answer.

One of the most significant improvements seen by switching to agile is in change control. Over 90% of the respondents stated using agile improved or significantly improved their ability to manage change. This is especially important in technology projects. In addition to dealing with the rapid change of business, project managers must also deal with a rapid change in the technologies they are using. Agile provides the ability to effectively deal with these changes. Another significant fact; 55% of the respondents of the survey stated that most or all of their projects complete successfully, including almost 70% reporting an increase in quality and 65% reporting a decreased time to market. Technology professionals realize how significant this is. Various sources have reported on technology project failures, with the most recent Standish Group's Chaos Report stating that 72% of projects are troubled – delayed, over budget, or even canceled (The Standish Group, 2001). Agilest are much more successful in project execution.

Other evidence supports the fact that agile is continuing to gain a foot among traditional project managers. Over the past year, PMI's Information Technology and Telecommunications Specific Interest Group ran a series of webinars in conjunction with the Scrum Alliance. More

significantly, at the PMI's Global Congress in Denver, USA, an announcement was made that a new agile community was being formed within PMI's. It is true that "Project managers have been advocating for a long time that PMI create a place for agile and lean enthusiasts to exchange ideas and experiences. Additionally, the agile community has been looking for a way to extend its successes to more industries and to higher organizational levels. By supporting this cross-community momentum, PMI underscores its efforts to building project management as a key to organizational success." However, there is still a long way to go before agile becomes mainstream.

Another emerging trend was evident in the State of Agile survey is that 6% of the respondents are using Kanban. In brief, "Kanban as an evolution of agile is gaining steam" and it is part of Lean, more specifically, just-in-time approach. The term Kanban is Japanese and simply translated means a signal card. In Lean, Kanban signals that something needs to be pulled from the supply chain. With a just-in-time approach, parts are pulled when they are needed rather than having a large inventory of parts waiting to be used. The idea of Kanban in software development is to pull work when the team is ready. The work is the set of features that are being developed. They are pulled from a backlog list at the start of an iteration and the team only pulls what they can work on for that iteration.

Key components of Lean and Agile include "Last Planner Rule" i.e. the ones who execute the work should be the ones planning it. If they plan together they will find better ways of working than any computer program or expert planner can do. Also, it focuses on control through transparency: If all work and workflow is visible to everyone, the project manager will be in control without the need for commands. The result is transparent collaborative planning that reinforces accountability and enables individual initiatives.

**\*Customer-Centric:** Today, project management academics and practitioners are moving towards defining project success as the delivery of perceived customer value. After all, project stakeholders are the ones who get to decide what 'value' means. This is called customer-centric project management and it is about continuously engaging stakeholders. No matter how you optimize time, cost or

quality, the customer service you provide every day will increase the perceived value of the project.

\* **Activity Streams:** In today's world, the state-of-art-technologies enable you to observe and participate in conversations happening all around you in the virtual world. Tools within many popular Project Management applications are applying this technology to project management for more effective and collaborative ways of working, communicating and problem-solving.

\* **Crowd Sourcing Ideas:** Project managers are masters of coordinating contributions from various sources. The most extreme version of mass-participation is crowdsourcing, which is becoming more popular due to new software tools. Ex: Wazoku Idea - Spotlight is as software-as-a-service (SAAS) which allows organizations to create a central hub for ideas, innovation, and feedback. Users include Aviva, Oxford University, and Anglian Water. Waitrose uses Wazoku to capture ideas from its 60,000 employees.

## 2. Emergence of Systems primarily the Success Metrics in the Project Management:

As companies seeking efficiencies via project management system solutions have evolved to support critical decision making. The speed, complexity and complicated nature of the modern corporate environment have made system evolution a necessity. As a result, system innovations to monitor and evaluate processes have become more critical. Simple control tools are continuously replaced by more advanced ones.

According to Tache and Ispasoiu (2013), the use of the following tools to monitor and evaluate a project state is perhaps the most useful for today's project manager:

- Gantt Diagram for planning and monitoring projects
- Logical Framework Matrix (LFM) structural organization
- Matrix Organization drives communication and collaboration
- Probabilistic Management Methods (PERT, CPM) to plan, monitor and evaluate
- Monitoring with IT (ex. Microsoft Project) track project & supports resource reallocation
- Benchmarking assess project state by comparison to other projects (internal or external)
- Balanced Scorecard Management Systems using indicators to drive decisions

- Audits provide useful information to determine overall compliance

*Continued as Part 2 in the next edition of the News Letter...*

*In the part two will focus on the following remaining points in details:*

- **Evolution of the Dedicated Project Management Office (PMO)**
- **An Increased Emphasis on Soft / Inter-Personal Skills of Project Managers**
- **Corporate Social Responsibility (CSR)**

- Initial, Intermediate & Final Activity Reports

## Chapter Updates

Upcoming AGM on 25th November 2016. Click on [AGM](#) link to register.

Upcoming PMP workshop starting from 3<sup>rd</sup> December 2016. Click on [Training](#) for more details.

## Event Updates

*GyanLahari 2016 Project Management Conference was held on 15 - 16 July, 2016*

The theme of this conference was "Project Management – An enabler to future proof your enterprise". This 1.5-day professional event was designed to provide an opportunity for Project Management Practitioners across industries, government, academia, NGOs etc., to exchange ideas on the emerging trends in Project Management.



The Conference explores how Project Management is core and essential to business success, how it helps organizations increase customer advocacy and retention, manage business uncertainty, foster innovation through disruption, leading to future growth and change. Project Management skills and methodologies can be leveraged by organizations to stay relevant and more responsive to the fast-changing business environment. It has presented a great opportunity to learn from subject matter experts, specialists and peers.

Here is the glimpse of the event:



## Membership Updates PMPs in Recent Past

**JULY – NOV 2016**

Since July' 16, 72 new members have joined PMI PCC and in last 30 days,13 members had earned PMP certification.

The Chapter congratulates all of them on their success.

## PM – Lighter Notes



Source: Internet



Making Project Management Indispensable for Business Results

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