



Dear Members,

Seasons Greetings! The Chapter started the New Year with Volunteers meeting by discussing the chapter's roadmap for this year and also laying down a common platform, where the volunteers can regularly meet, share ideas; discuss issues / challenges and network with peers. This was followed by a well appreciated knowledge sharing session where a host of speakers from Microsoft Corporation presented a case study on program management. During this quarter we also completed a couple of our "Learn and Earn" sessions on Agile Series. A 4 days PMP preparation program workshop with candidate participation from renowned corporate was successfully completed.

We would like to thank volunteer leaders of the region across industries who had been volunteering for the Chapter for its activities on a continuous basis. We sincerely need your support to expand our membership base this year along with our voluntary base. On monthly basis we would share various voluntary opportunities for you to participate. We want to make the engagement of our volunteers rewarding and motivating. Encourage each one of you to join the chapter, be a volunteer for a cause and make a difference for yourself

Looking forward for a very engaging 2015

**Cheers,
Editor's Desk**

Cover Story: Industry Leader Saikat Dutt speaks on Adoption of Agile practices in Industry



Saikat Dutt, PMP, PMI-ACP, CSM is the author of the book "PMI Agile Certified Practitioner- Excel with Ease", published by PEARSON. His other two books 'Software Engineering – Excelwith Ease' and 'Software Project Management – Excel with Ease' are in process of getting published.

Saikat Dutt is a 'Project Management Professional (PMP)' and 'PMI Agile Certified Professional' certified by Project Management Institute (PMI) USA and a Certified Scrum Master (CSM). He has more than Sixteen years of IT industry experience and has expertise in managing large scale multi-location and mission critical projects. Saikat holds a B.E degree from Jadavpur University, Kolkata and is Director in Cognizant Technology Solutions. He is an active speaker on Agile Best Practices and Project management methodologies in several forums.

PMI West Bengal Chapter had opportunity to have tête-à-tête with Industry leader Saikat. Following are the excerpts from the discussion

PMI Q: *We are seeing more and more projects are adopting Agile methodologies now-a-days. What do you think are the main drivers for patronizing Agile?*

Saikat: The economic pressures and competition is making everyone in IT industry think about reducing Time to Market, rationalize Cost of Development and start working with budget and resource constraints. Customers are very conscious about getting faster returns on their investments. Gone are the days when a customer could wait for one and half years to have their enterprise-wide SAP installation ready. Worse is finding after the long wait, that what was built does not match their expectations! Now-a-days the RFPs come with challenging clauses like how quickly customer can see the output or how the payment terms can be tied with the ability to provide correct outcome.

So, adopting Agile is not optional any more but a necessity now. Because of the proven success stories across big corporations, it is currently a known fact that Agile enhances team productivity, reduces UAT rejections, creates an environment of trusted partnership between customer and provider organizations and as a result attains higher customer satisfaction.

PMI Q: *Ok. Definitely the demand for adopting Agile is increasing. But do you think the industry is ready to embrace this philosophy?*

Saikat: From my experience of working with big organizations I found that most of them want to manage software development in a precise and structured way. Though everyone acknowledges the preference of humans over the machine driven code, to deliver extraordinary products, but still the urge to manage the projects through too many processes and tools is painful. I can relate these management styles with McGregor's theory of X and Y. Theory X assumes that employees need constant push either through incentive or punishment to complete their work. They need precise instructions to perform their job and there are only very few high caliber individuals who can drive the workforce to get the job done – called the Project Managers. On the other hand theory Y assumes that human being are glad to assume responsibilities and often perform better when trusted with tasks rather than monitored and dictated all the time. As you can clearly see, Theory X relates closely to traditional management style where the strong hierarchical structure aims at controlling the employees and their ways of functioning. Agile principles are closer to Theory Y. The focus is on coaching and developing the team who are entrusted with tasks and their ingenuity, persistence and judgment are valued most for generating the outcome. I found that Theory Y is highlighted in many corporate vision statements as their preferred way of working while in reality, at the granular level, Theory X is practiced. The notion of controlling and steering the workforce is so deep rooted that adoption of Agile principles faces big mental roadblock. That's why I often say – before learning Agile the biggest challenge is to unlearn our traditional project management ways and come out of the "Project Manager" mindset.

PMI Q: *So, adopting Agile can resolve lot many project issues?*

Saikat: Agile is not a silver bullet. It does not solve the issues of unclear requirement, poorly motivated team, missing deadlines or UAT defects automatically. It provides a framework which provides high transparency to all the stakeholders of the strong and weak areas in the project right from the beginning. This helps the stakeholders to take collective decisions that are beneficial for the project. Human interaction is acknowledged as the most important aspect of any agile project. Recognizing team's ability to take decisions about the course of action and to take ownership of the project outcome are the keys for successful adoption of Agile principle. So, when we take up Agile coaching, the main aim is how we can create an open and trustful environment in the project and build courage among the team members to take bold decisions.

PMI Q: *What do you think should be the focus while teaching Agile?*

Saikat: Today there are many Agile methodologies practiced in the industry – Scrum, Extreme Programming (XP), Lean Software Development, Test Driven Development (TDD), Agile Unified Process (AUP) all have been successful in providing business values to the customers and reducing the cost of development for the providers. But it requires thorough understanding of the underlying principles as well as the strengths and weaknesses of each of these methodologies to take a decision on which methodology is best suited for the

Project. The beauty of Agile framework is that it does not restrict us within boundaries of process, tools and documents but it provides the flexibility to adopt the methodologies as per our specific scenario. Agile recognizes that each project situation is unique. So, it is not possible to teach what choices needs to be made in specific situations, but it is important to teach how to understand the rippling effect of the choices made by you in a specific situation and with experience the nuances of each project can be understood better.

The idea of regular knowledge sharing and learning sessions is to enhance this understanding process. Prominent Agile gurus like Kent Beck, Martin Fowler, Alistair Cockburn, Mike Cohn, Jeff Sutherland have always stated the importance of proper coaching for successful adoption of Agile principles across all hierarchies in an organization.

PMIQ: *You have been engaged intensely with PMI to permeate Agile knowledge in the industry. Why did you decide to do so?*

Saikat: I felt that it is my professional responsibility to give back to the community whatever little knowledge I gained about Agile. I found that PMI has an excellent platform for sharing and enhancing Agile knowledge. PMI West Bengal chapter has been very much focused on bringing the Project manager community together and enhancing the knowledge, sharing best practices and making the world of project management an evolving matured practice. Two years back they started focusing on disseminating Agile knowledge among the practicing professionals and I started working with them. In the meantime my book on PMI Agile Certified Practitioner - 'PMI Agile Certified Practitioner – Excel with Ease' was released and from the market demand of the book I could understand that this certification is now gaining huge popularity among the Agile practitioners. We started getting request from practitioners to arrange more Agile sessions. So, PMI West Bengal chapter and I started organizing regular Agile learn and earn sessions and I should say that the response till now has been tremendous.

PMI Q: *Yes, your book on PMI ACP is quite famous now. What about the other two books that you have been working on?*

Saikat: This month my second book got released - 'Software Engineering', again by Pearson. Hoping for the best for this book. The third book "Software Project Management" is in press now and will be released in couple of weeks.

PMI Q: *Is there any plan to start PMI ACP courses through PMI West Bengal Chapter?*

Saikat: Definitely. That's very much in focus. I had several discussions with PMI WBC core team in this regard and the progress is very positive. We have already launched the 5-in-a-series Agile learn and earn session and four such sessions have been completed successfully. We already started getting requests for conducting more Agile workshops and sessions and the queries regarding PMI ACP certification are increasing every day. So, there is plan to launch PMI ACP contact hours courses soon. The work done by PMI WBC in inculcating Agile knowledge among the practitioner community is very much commendable and we are hoping to enhance the traction in coming days.

Events & ACTIVITIES



Meet & Greet: 3rd January , 2015

Volunteers of PMI West Bengal Chapter met at Flurys, Park Street to kick-start the New Year by discussing the chapter's roadmap for this year and also laid down the common platform, where the volunteers can regularly meet, share ideas, discuss issues / challenges and network with peers. The meet started with a very energetic welcome speech and the chapter updates by the President Mr. Nilanjan Chanda. Team had "break the ice" session with induction of fresh dynamic volunteers in the chapter. Over the breakfast, the team discussed the short term and the long-term goals to sustain and grow the chapter to newer heights in the coming year.

Knowledge sharing session: 17th January 2015

The Chapter started the New Year with a well appreciated knowledge sharing session where a host of speakers from Microsoft Corporation presented a case study called Project Nightingale, where a small team of Microsoft consultants combined a set of project management and technical delivery techniques to automate a 100-year old paper-based system for a Visiting Nurses Program, from concept to full field deployment in 11 weeks, increasing individual productivity 12 times and team productivity by over 100 times. The speakers discussed techniques they used to elicit requirements in a rapid, time-boxed fashion, substituted scope management with risk management and launched a working solution that provided instant business value and was embraced by users at a significantly faster pace than envisioned by the organization.

PMP preparation program : 7th Feb, 8th Feb, 14th and 15th Feb

The main purpose of these sessions is to prepare the PMP aspirants by empowering them with knowledge, practical example of the concepts, information, tricks and tips for the exam. The session was attended by a bright group of professionals from various companies in different sectors (IT, telecommunication and Core sectors); all the attendees were having a lot of Project management experience. We would like to thank our trainers from PMI West Bengal chapter, Ayan Mukherjee , Arabinda Bhar and Jaydeep Chakraborty , to facilitate these sessions and make the attendees familiarize with PMI-ism.



Chapter welcomes our new members

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

Mr Faiz Ahmad	● Mr. Prasanta Kumar Nath	● Mr Amartya Roy
Ms Soumini Basu	● Mr. Ramjee Ram	● Ms Chitra S
Mr. Santanu Das	● Mr. Ayan Saha	● Mr Subrato Gupta
Ms Diptimayee Behra	● Mr. Soumilla Sen	● Mr Ajeet Kumar
Mr. Shyama Ghosh	● Mr Santanu Bhattacharya	● Mr Manas De Amin
Mr. Sandeep Kumar Mallik	● Mr Amaresh Das	● Mr Anirban Konar
		● Mr Debanjan Routh

Etc that matters

15 Top-Paying Certifications for 2015

Based on the findings of the 2015 IT Skills and Salary Survey conducted by Global Knowledge and Windows IT Pro in the fall of 2014, PMI has prepared a list of the 15 top-paying certifications for 2015. What may surprise you are the business-related certifications holding their own on this year's list.

http://www.pmi.org.in/downloads/Summary_of_FICCI-PMI_Recommendations.pdf

FICCI-PMI report suggests steps for 'Make in India' to be successful

Today, it is more critical than ever to build project management capabilities, especially at an organizational level for Make in India to deliver results. Realizing this, FICCI and PMI have identified the top three critical areas which need attention in order to create a conducive environment for the success of Make in India.

http://www.pmi.org.in/downloads/Summary_of_FICCI-PMI_Recommendations.pdf

Volunteer of the Quarter

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

Special Appreciation as
“Volunteer of Quarter ,
Spring 2015” goes to
Jaydeep Chakraborty



PMI West Bengal Chapter leadership would like to thank Jaydeep for his continuous contribution to the chapter initiatives in the first quarter of 2015. 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.

Congrats Jaydeep !

PMI India Champion Program



PMI India is engaged in the endeavor of encouraging professionals in various industries to start practicing Project Management as a profession, use

A Guide to the Project Management Body of Knowledge (PMBOK® Guide) and several other industry related best practices, achieve relevant credentials and thereby promote the profession of Project

<http://www.pmi.org.in/champion-program/>

Share your thoughts and suggestions to
pmiwbc.communication@pmiwbc.org

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



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[PMI West Bengal Chapter](http://www.pmi.org.in/chapter-west-bengal/)

