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Feature Articles



Vimal Kumar Khanna is founder and managing director of mCalibre Technologies and has 26 years of experience in the software industry. He has been listed in Marquis Who's Who in the World 2008, and is also among the 50 selected experts worldwide on the IEEE Communications Magazine Editorial Board since 1999.

Mr Khanna presented "The Top Five Mistakes in Running Offshore Development Centres" at the Project Management Conference, India on 19-21 November 2010.

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Top Five Challenges in Running Offshore Development Centres

By Vimal Kumar Khanna

The globalisation of businesses today is a key push factor to companies running software Offshore Development Centres (ODCs) in countries away from head offices (HOs). Hitachi, Huawei, LG and Samsung are some of the major companies with HOs in Asia Pacific running ODCs in India.

Despite the importance of making the right decisions and evolving mechanisms when/where appropriate to maximise the potential of ODCs, failure is common.

Here are five common challenges and solutions for running successful and effective ODCs.

1. HO management has its way of doing things.

HO norms are imposed on the ODC. Important decisions are based on preconceived notions about work culture, practices and processes, and employee sensitivities that may be incorrect. These decisions sometimes fail to deliver since they are based on uninformed or incorrect premises.

- Open communication through regular feedback sessions is important for the HO to learn about the work culture in the ODC country prior to decision making.

2. ODC leadership is dependent upon HO management.

Local senior leadership can sometimes be absent in the ODC, and all control becomes vested in the HO management team. Major differences in work culture can cripple the situation further with this approach. HO's management experience in running the company in its own country may be irrelevant to running the ODC in a different country.

- A local ODC head with years of experience in heading distributed teams or teams in the ODC country would have a deeper understanding of the local work culture, management structure, employee capabilities and employee growth aspirations.

3. Companies do not have proper inter-location management structures between ODC and HO.

Companies generally assign the overall responsibility for the ODC to a senior manager (usually the HO vice president of engineering) and have the local ODC head report directly to him or her.

- The local ODC head should instead report to a profit centre head in the HO who has the expertise to make sound decisions to achieve this objective. A vice president of engineering is unlikely able to appreciate the nuances of making sound financial decisions for an ODC as his or her key deliverable is usually to ensure the project success in terms of projected schedules, key milestones and

completion dates.

- In addition, if projects within the ODC and HO are closely interlinked, senior managers within the ODC should also have project-related dotted line reporting to their respective technical project heads in the HO.

4. HO employees may get more opportunities for promotion.

In some companies, only the HO employees get opportunities to rise to top positions within the HO by virtue of them being located in the HO's country. It is arguably true that senior professionals in the HO are more knowledgeable about a company's operations than colleagues in the ODC, which is generally set up late in a company's life cycle. The company's interests are at risk if top positions in the HO are limited to and given to less capable employees solely due to the location they are in.

- However, HO senior executives need to realise that capable employees are available in all offices, regardless of location. Equal opportunities should be given to capable ODC employees. The company should identify these professionals and look into providing mentoring and training programmes to groom them further.

5. An over-insistence on cutting costs can impact the ODC's delivery capability.

Some companies make *all* their decisions for the ODC based on cost reduction. For example, a company may offer uncompetitive remuneration packages that can lead to an inability to hire and retain talent. Another example can be a company operating the ODC in a city with low infrastructure cost but not realising that professionals with technical skills relevant to company projects may not be available.

A weak ODC may, in turn, impose restrictions on the type and size of a project the HO can transfer to the local ODC; for fear that existing ODC resources may not be sufficient to handle larger and more complex projects. The HO may end up increasing its costs by hiring more employees within the HO to execute these projects as a result of cost-reduction measures for the ODC.

- Adopting a balanced view and considering all aspects when running an ODC would prevent an over-insistence on cost reduction, which can impact the delivery capabilities of the ODC.

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Project Management Highlights

Cloud Computing Projected to Gain Increasing Traction in Three to Five Years

Cloud computing is coming—perhaps not as the next big thing in IT right away, but as another tool in IT's bag of tricks. Industry sources believe that over the next three to five years cloud computing is likely to get

an increasingly bigger space in computational models managed by IT departments, as it works in tandem with traditional computing and virtualisation.

The full text is available through PM Port®. PM Port helps you keep in touch with your profession through PMI's online global news service powered by LexisNexis.

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What's New

2011 PMI Asia Pacific Regional Events Announced!

PMI will be supporting regional events in Asia Pacific this year and in the future. We are pleased to announce the 2011 schedule of supported events for your planning purposes, and we look forward to seeing you at one or more of these events.

Date	Event
Jul 5–7	PMI New Zealand Chapter National Conference
July 16–17	PMI Japan Chapter Forum
Sep 8–10	PMI India National Conference
Sep 16–17	PMI China Congress
Sep 24	PMI Hong Kong Chapter Project Management Forum
Nov 3–4	PMI Singapore Chapter Symposium
Nov 4–6	PMI Taipei, Taiwan Chapter International Congress

This schedule of events provides you with a greater variety of options for professional development in the region. We hope you find this new event model to be a better way to stay connected with PMI and your fellow practitioners while you update your skills and knowledge.

Please visit the [Asia Pacific Regional events page](#) on PMI.org for updates. For enquiries, please contact PMI customer care in Asia Pacific (outside of India) at +65 6496 5501 or customercare.asiapac@pmi.org; or in India at +91 124 4517 140 or customercare.india@pmi.org.

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PMI Introduces Agile Certification

With more organisations applying Agile techniques in the management of successful projects, PMI announced the launch of a new [Agile certification](#).

This new offering brought together key thought leaders who use Agile techniques for project management. They advised PMI on the most effective way to offer the certification and serve project practitioners and the organisations where they work.

"The PMI Agile certification is designed to establish a baseline of understanding regarding Agile philosophy, concepts and general Agile practices that project managers (and practitioners) should be familiar with," said Michele Sliger, PMP, president of Sliger Consulting and a member of the Agile Certification Steering Committee.

PMI research found that the use of Agile practices in project management has doubled in the last two years.

"Although organisations have been offering Agile certifications for some time, we now have the largest project management organisation in the world taking a leadership role in promoting the use of Agile techniques," said Jesse Fewell, PMP. Mr. Fewell is a managing director for offshore Agile operations RippleRock, a founder of the PMI Agile Community of Practice and a member of the Agile Certification Steering Committee.

"Project managers need to have Agile as part of their overall toolkit. It might not be the right answer for every project, but it has become an essential approach for effectively delivering project work in environments where change is the norm," said Mike Cottmeyer, PMP, an Agile coach for LeadingAgile, a council leader of the PMI Agile Community of Practice and a member of the Agile Certification Steering Committee. "This certification ... will help us legitimise Agile in organisations that have been resistant to giving these methods a try."

The Agile certification will complement PMI's existing Agile offerings, such as the [Agile Community of Practice](#), [SeminarsWorld®](#) and [eSeminarsWorldSM](#) courses, and Agile area of focus sessions at [PMI® Global Congresses](#).

"Project managers who are using Agile practices in their projects can broaden their influence and impact in their respective organisations and enhance their careers with the Agile certification, especially those professionals already holding the PMP®," said Mark A. Langley, president and CEO of PMI. "Using these practices in project management is more common than ever and this certification is a natural extension of our commitment to our members, credential holders and stakeholders worldwide."

The examination outline and key reference texts are now available for trainers to use as they update or build Agile practices into their project management courseware. These resources are also available to candidates interested in the certification.

This month, PMI will conduct a pilot programme to ensure the certification exam is suitably developed, which means that if you're interested in participating in the pilot, you can apply in May, with exams commencing in the third quarter of 2011.

You can find more information at [PMI Agile Certification](#).

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Launch of PMI Consultant Registry

PMI has just launched the PMI Consultant Registry, a new online directory that helps organisations like yours find project, programme and/or portfolio consulting firms.

PMI knows that the number of projects organisations undertake continues to grow and that they are becoming increasingly complex. With these changes underway, many companies turn to consultants who can help them:

- Objectively assess their current project management practices against industry-recognised best practices.
- Identify improvement areas in an organisation's project management implementation.
- Focus on opportunities to drive its business performance and results.

With thousands of consulting firms out there, the PMI Consultant Registry helps an organisation cut through the clutter and search for a consulting firm that fits its unique needs.

Each consulting firm in the registry supplies one case study per practice area of expertise or per industry. These case studies provide an example of a consulting engagement and the value of their solution. These case studies can also help you gain insight into their competency and ability to fit your organisation's unique needs.

Visit the [PMI Consultant Registry](#).

Before searching, take a look at PMI's [Guide on How to Select a Project Management Consultant](#), which provides quick tips to help you be more efficient and informed in your firm selection process.

If you represent a consulting firm interested in joining the PMI Registered Consultant Program, please visit a [PMI.org web page](#) that discusses the benefits of programme membership and the requirements to join.

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Upcoming Event Highlights

Innovate to Succeed at PMI New Zealand Chapter Conference



2011 New Zealand
Project Management Conference

 innovate to succeed
Explore the Possibilities
Auckland, 5-7 July 2011



Registrations are open!

Register online at
<http://www.pminzconference.com/registration/>

The 2011 New Zealand Project Management Conference, to be held on 5–7 July, is a platform for professionals to gather and share knowledge, experience and professional camaraderie.

The PMI New Zealand Chapter is especially thrilled to have PMI President and CEO Mark A. Langley, as the keynote speaker for the conference.

International and local speakers include the CEO of BNZ, a Knight Grand Companion and the director of Sport for SKY TV, host broadcaster for Rugby World Cup 2011.

Click [here](#) to get to know our international and New Zealand speakers.

Visit the website www.pminzconference.com and join the conference's LinkedIn, Twitter and Facebook groups.

Evolving Glocalisation of Project Management Takes Centre Stage at PMI Japan Chapter Forum

PMI Japan Chapter is pleased to organise the PMI Japan Chapter Forum, which will be held on 16–17 July.

Themed “Evolving Glocalisation of Project Management,” the forum features speakers such as Professor Hitoshi Kuninaka, Hayabusa Project, JAXA; Masaru Honda, director of Ministry of Land, Infrastructure, Transport and Tourism; Osamu Ohno, senior managing director, Hitachi, Ltd.; Hiroto Kamba, PMP, chairman of PMI Japan Chapter, and more!

Learn ways to create value with project management through exciting global track and guest speakers’ sessions. Network with experts, share viewpoints, advocate the development of project management and take this opportunity to connect with local Project Management Professional (PMP)[®] credential holders and PMI members on an international platform.

Participants get to earn 12 professional development units (PDUs) towards PMI credential maintenance. Plan to attend now!

PMI[®] Japan Chapter Forum

Date: 16–17 July

Venue: Gakujutsu Sogo Center, Tokyo, Japan

Breakout Session Topics:

- Hayabusa Project and its Management (English and Japanese)
- Haneda International Airport Reconstruction Project Management (English and Japanese)
- One track for four English sessions (English only)
- Program Portfolio Management (Japanese)
- Risk Management (Japanese)
- Project Management (Japanese)
- Medical Project Management (Japanese)
- Education and Training for Project Managers (Japanese)
- WBS, EVM, Methodology (Japanese)

For enquiries, please email to forum-2011e@pmi-japan.org.

Experience Project Management at the Speed of Light at the 8th Annual Project Management Australia Conference (PMOz)



The PMI Sydney, Australia Chapter is pleased to partner with PMGlobal in announcing the 8th Annual

Project Management Australia Conference (PMOz) to be held on 2–5 August, at the Novotel Sydney Brighton Beach, New South Wales, Australia.

PMOz is Australia's premier project management conference designed to create opportunities for the Australian project management community to explore, share and collaborate on the latest ideas, information, tools, methods and case studies.

Themed “Project Management at the Speed of Light”, the conference is excited to have engaged International Keynote Speakers such as Dr. David Hillson, Risk Doctor and Partners; Professor Christophe Bredillet, Centre for Advanced Studies and Research in Project, Programme, Portfolio Management; and Dr. Paul Nielsen, as well as an impressive line-up of keynote session speakers.

The conference programme includes one full day of workshops, followed by two days of plenary/concurrent sessions, selected keynotes, demonstrations, networking functions and finishes with a day of optional post conference workshops.

This stimulating and dynamic event for the project management community will provide the opportunity to learn, share expertise and discover new opportunities and solutions for everyone at every level within the industry.

For more information or to register for the PMOz 2011, please visit the conference website at www.pmoz.com.au.

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Community Updates

PMI West Bengal Potential Chapter Launched

The PMI West Bengal Potential Chapter was formed by PMI members residing in the Kolkata and West Bengal area to establish links between Eastern India and the global project world.

On 18 February, the PMI West Bengal Potential Chapter logo was unveiled by Honourable IT Minister of West Bengal, Debesh Das during a leadership event in Kolkata. In a separate event hosted the same evening, the chapter was formally launched with a traditional Diya lighting.



The traditional lighting of the Diya to mark the launch of the West Bengal Chapter

The potential chapter was honoured to have distinguished professionals—Kaushik Bhattacharya, location head, IBM, Kolkata; Subho Samanta, vice president and operation head, Cognizant Technology Solutions, Kolkata; Professor Swapan Bhattacharya, renowned professor; Jadavpur University; and Amitabh Bhattacharyya, head of Business Administration, Bengal College of Engineering, who represented the leadership of the region, during the launch.

Raj Kalady, PMI India managing director and Ramam Atmakuri, PMI Region-11 mentor, graced the outdoor event held at The Stadel. Over 75 project management professionals representing various organisations from the

region who attended welcomed the necessity of this chapter and promised to support the journey ahead to meet the chapter objectives.

Mr. Kalady relayed the history and importance of PMI India, while Mr. Atmakuri shared the need of volunteerism and reinforced ethics in making the chapter a success. PMI West Bengal Potential Chapter

leaders shared the chapter's mission to “foster professionalism and promote the quality and reach of project management” with a vision of “a better society by practising and preaching project management principles”.

Regional leaders also expressed their strong support towards spreading the benefits of project management to the Eastern states in India—West Bengal, Orissa, Sikkim and the seven sister North-East states.

This is the beginning of a journey that promises to cross many milestones in motivating the community and helping transform the society for the better.



Region leaders share views on the launch

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Past Events

PMI Mumbai Chapter Student Branch Conference

The International Conference on Technology Systems and Management (ICTSM) was held 25–27 February.

The objective of this conference was to bring working professionals, researchers, faculty members and consultants to a common platform to share views, knowledge and their achievements in the field of information, communication & technology (ICT), with a particular focus on research & development (R&D) activities. Participants were also exposed to recent trends and the challenges ahead in the field. Faculty members and research students were trained in their aptitude and skills for writing and presentation of technical papers.

An Invited Speaker Track organised by the PMI Mumbai Chapter featured speakers who were top industry experts in the project management domain.

One of the key topics included “Career Transformation through Project Management”. The project management track presentations were aimed at highlighting the importance of project management in emerging economies and the benefits of project management techniques and principles in the IT and engineering sectors. The track concluded with a panel discussion with key panellists, including the CEO from Powerweave Software Services and COO from AEGON Religare Life Insurance on “Do Project Managers Meet or Exceed a CXO’s Expectations?”

In addition to the speaker sessions, students delivered presentations as part of the IDEATE 2011 competition that also took place at ICTSM. Key delegates at the conference formed the judging panel for this conference.

The conference was organised by the Mukesh Patel School of Technology Management and Engineering (MPSTME), Narsee Monjee Institute of Management Studies (NMIMS) and D. J. Sanghvi College of Engineering, one of India’s premier engineering and technology management schools.

It was heartening to experience the level of interest and interactivity at the conference. The interactive sessions held after every presentation ignited the interest of the participants in the field of project management.

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PMI National Project Management Conference—Pakistan

PMI has been active in Pakistan for almost 10 years with three chapters in Lahore, Islamabad and Karachi and it was decided to hold a National Project Management Conference on an annual basis. The lead in this was taken by the Lahore, Pakistan Chapter, which organised the first conference on 9–10 April in Lahore, Pakistan's cultural capital.

The theme for the conference was “Making Project Management Work for Pakistan”. This reflects the growing awareness of the project management profession in the country and the increasing interest from government and corporate sectors to use it effectively.

The conference featured an opening panel session with six eminent speakers, followed by eight lecture sessions spread over two days.

PMI President and CEO Mark A. Langley sent a message of support expressing confidence that the conference would help in making project management work for Pakistan a reality.

In the opening session, speakers presented an overview of project challenges and professional development in Pakistan, the importance of increasing awareness in social sectors, perceptions in the telecom sector, developing leadership, impact of emotional intelligence (EQ) on projects and the role of the conference in promoting project management.

A case study of using project management to launch a new university was also presented by Dr. Ali Sajid during the seminar sessions.



The opening panel of speakers at the conference

The organising team of the conference was led by PMI Lahore, Pakistan Chapter President, Khalid Ahmad Khan, and Head of the Conference Committee, Masood Said. They were supported by a team that included board members, volunteers and chapter officers, Samnan Ali, and Farooq Afzal. Support from the region came from Region 11 Mentor, Ramam Atmakuri, Reseena Abdullah and SoHyun Kang, Chapter Administrators from PMI Asia Pacific Service Centre. The conference was also supported by sponsors that included Expert Systems, Imperial Soft, SAP and Coca Cola.

Encouraged by the positive turnout, it was decided during a joint board meeting of the Lahore, Pakistan Chapter and Islamabad, Pakistan Chapter that they will continue to hold a PMI National Project Management Conference and decided to organise the next conference in April 2012.

Positive feedback from the participants noted their appreciation of the quality of the presentations and they have already indicated their intentions to attend the conference next year.

The collaboration of the three chapters in Pakistan to hold this national conference has paved the way for future partnerships to promote the project management profession in Pakistan.

Click [here](#) to view the conference proceedings.

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Marketplace

PMI Marketplace Free Shipping Offer for May 2011

PMI offers **Asia-Pacific e-Link readers** free shipping on PMI Marketplace purchases during the month of

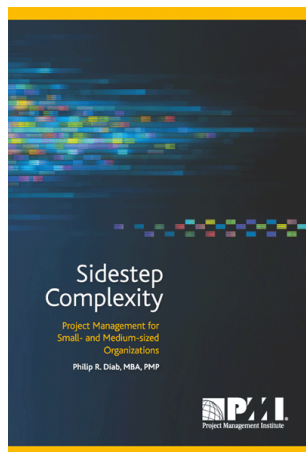
May.

Use coupon code **MAYAPACSHIP** to receive free standard shipping for all online PMI Marketplace purchases of US\$100 or more through 31 May. Not eligible for free/discounted shipping rates are rush orders (next day or 2nd day) and orders not placed online. This promotion cannot be combined with any other promotions.

Customers are responsible for paying all duty and brokerage fees charged directly through customs. Because PMI is not charging these fees, we are not able to estimate how much they will be. We take measures to ensure that the value of your shipment is declared accurately, and that all necessary paperwork accompanies your shipment to minimise any customs clearance delays.

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New Book—Sidestep Complexity: Project Management for Small- and Medium-sized Organizations



Title: Sidestep Complexity: Project Management for Small- and Medium-sized Organizations

Author: Phillip R. Diab, MBA, PMP

Description: Far more than just a process-oriented tactical competency, project management increases project success rates, creates efficiencies, improves alignment with organisational strategies and ultimately increases competitive advantage.

Leading companies have all come to value project management, attribute their success to its practices and recognise the strategic importance of the project manager's role.

Using a narrative style, Philip R. Diab, MBA, PMP, past chair and PMI Board of Directors member, provides a framework that helps inform leaders of small- and medium-sized organisations of the benefits of project management and how it can be easily tailored to meet their unique needs.

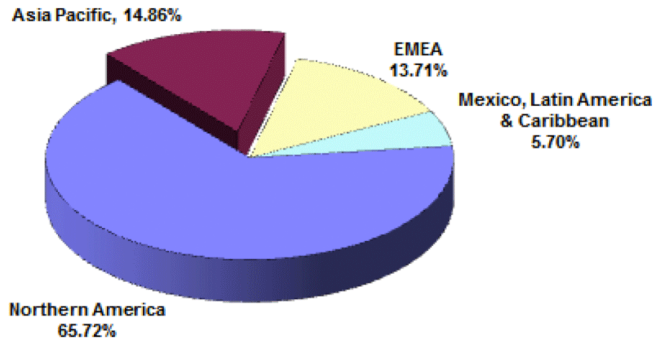
Small- and medium-sized organisations' adoption of best practices in project management is critical to both the growth of the profession and financial and economic stability. Key critical factors are outlined to demonstrate that leadership in project management is at the heart of achieving organisational success.

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PMI At A Glance

There are **51,526 members** in the PMI Asia Pacific region as of March 2011, representing over **14 percent of total PMI membership**.

MEMBERSHIP BY REGION



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New R.E.P.s In Asia Pacific

Welcome New R.E.P.s in Asia Pacific:

- Dhananjay Gokhale – India www.dgonline.in
- Effective Project Management Consultancy – India www.effectivepmc.com
- Maverick Quality Advisory Services Private Limited – India www.mqasglobal.com
- Nucleus Group Inc. – India www.nucleusexecutivetraining.com

There are currently 293 R.E.P. organisations enrolled in the PMI R.E.P. Programme in the Asia Pacific region.

Registered Education Providers (R.E.P.s) are organisations approved by PMI to offer project management training for **professional development units** (PDUs) to maintain your PMI credentials.

View the **R.E.P. web pages** on PMI.org to learn more about R.E.P.s or log in to the new **CCR System** to find a provider of project management education activities and products in your country.

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Asia Pacific Calendar

Events

If you are organising a PMI event in the Asia Pacific region and would like us to list it in the e-*Link*, please contact **SoHyun Kang**.

5–7 July

PMI New Zealand Chapter National Conference

16–17 July

PMI Japan Chapter Forum

8–10 September

PMI India National Conference

16–17 September

PMI China Congress

Examination

PMI's certification programme is an internationally recognised, globally accredited programme that is transferable between methodologies, standards and industries; applies valid and reliable ways to assess competence, and is designed by project managers for project managers.

All candidates for Project Management Professional (PMP)®, Certified Associate in Project Management (CAPM)®, Program Management Professional (PgMP)®, PMI Scheduling Professional (PMI-SP)® and PMI Risk Management Professional (PMI-RMP)® must first meet specific educational and experience requirements and then pass an

examination.

2–5 August
PMOz Conference

24 September
PMI Hong Kong Chapter Project Management
Forum

3–4 November
PMI Singapore Chapter Symposium

4–6 November
PMI Taipei, Taiwan Chapter International
Congress

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Asia Pacific Regional Service Centre

Contact the **PMI Asia Pacific Regional Service Centre** at:

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Facebook: <http://www.facebook.com/PMInstitute>

Twitter: <http://www.twitter.com/PMInstitute>

The Asia Pacific Service Centre is open Monday through Friday, 9:00 a.m. – 6:00 p.m., Singapore time (GMT +8).

The Asia Pacific Service Centre will be closed on the following dates due to public holidays in Singapore:

17 May 2011 – Vesak Day

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