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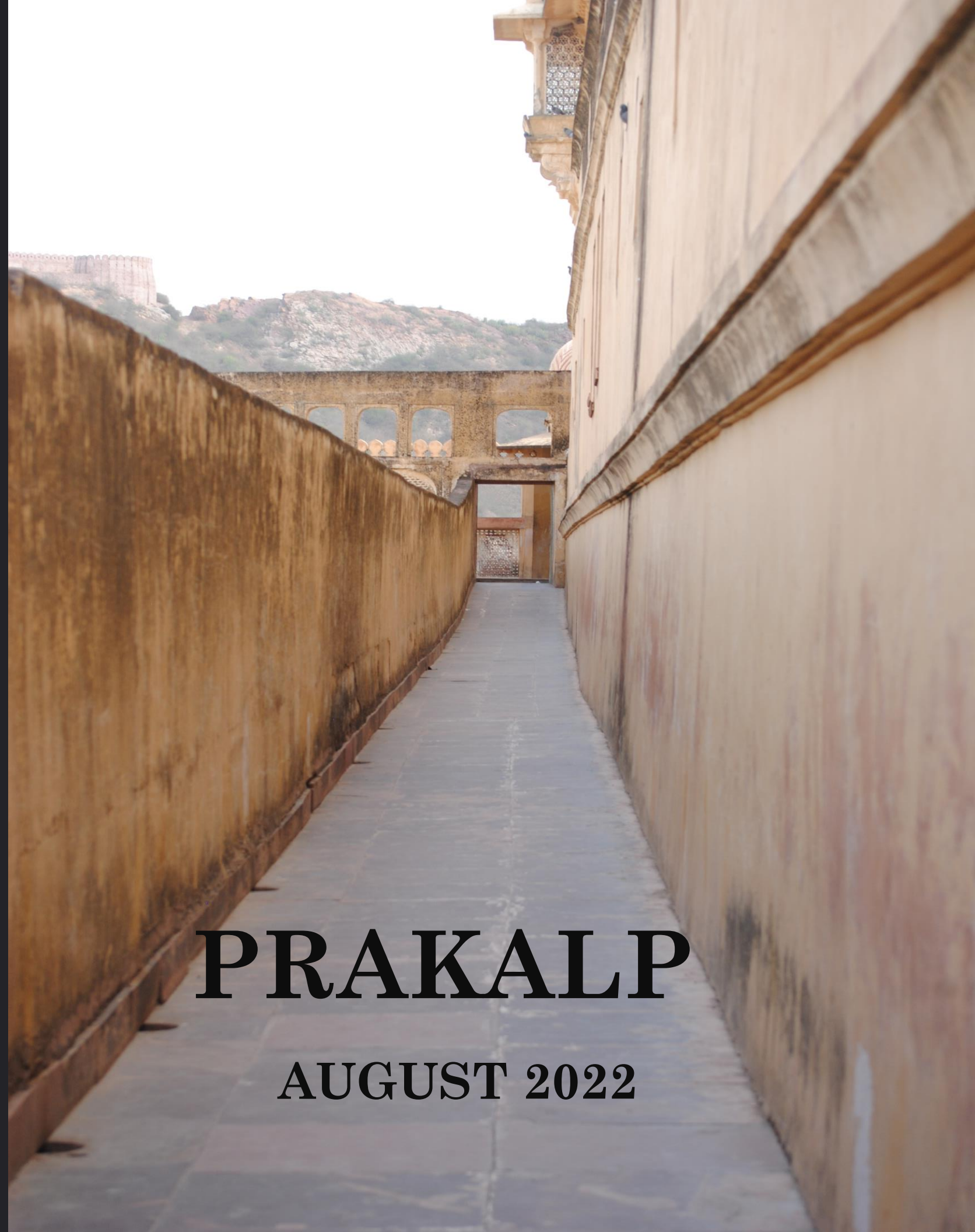
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President's Message



Dear Fellow Project Management Professionals,

Dwelling upon the theme of this issue which is Ethics and Risk, I am reminded of a delightful story about Dr. Abdul Kalam. The incident happened in 2014. Dr. Kalam was attending a function in Erode, Tamil Nadu. The organisers decided to gift him with a wet grinder. Dr. Kalam simply refused to accept the gift, but made an exception saying that some relation of his wants a grinder, and therefore, will accept the gift on the condition that he will pay for it. The organisers were aghast. Nothing of the sort sir, it is a gift and you will pay nothing. This line of argument needless to say, did not cut ice with the ex-President. Dr. Kalam wrote a cheque for the cost of the grinder and send it to the organisers. The amount incidentally was Rs. 4,850. The honourable organisers now had a double whammy. They gifted the esteemed guest with a grinder and in return got a cheque for the amount duly signed by the ex-President. They promptly framed the cheque for display for all and sundry.

A month or so passed and suddenly a phone call came to the organisers from the office of Dr. Kalam. Gentleman, whatever happened to the cheque which Dr. Kalam had signed and presented about a month back? Our records show that it has not been encashed. If not, please encash the cheque immediately, failing which, sir will be constrained to return the grinder to the organisers. Now, all hell broke loose in Erode. The organisers promptly unmounted the framed cheque and sent it to the bank for encashing. What is not mentioned in the story and for which I will indulge in a little bit of possible offshoot is that the organisers may have taken a xerox copy of the cheque, framed and hanged it on the wall for posterity.

Dr. Kalam was a very rare breed of dignitaries or politicians with a strange quality called ethics and morals in public life. We, as project management professionals, are required to practice ethics and moral propriety in all our dealings – without exceptions. In fact, as per the PMP syllabus, a student appearing for PMP is asked questions on the topic of ethics and moral considerations. The Project Manager is called upon to solemnly promise to do the right thing every time in all dealings, public or private. If you are ethically straight doing the right thing every time, without cutting corners, then the element of risk in damage to your reputation and honour is reduced to zero. You will walk with your head held high. Like Dr. A.P.J. Abdul Kalam.

We are closing in on the South Asia Conference date which is 9 and 10, December 2022. The venue is Nehru Centre, Worli, Mumbai. Surely, I hope to see you all there, as it promises to be wonderful face-to-face conference and interaction.

Prakalp is a habit with PMI Mumbai Chapter. It has been around since the inception of the chapter two decades back. Enjoy this edition of Prakalp!

Jacob Zachariah - President, PMI Mumbai Chapter

1 The five important aspects to managing project risk

Sandip De (aka J N Anderson)



As the Project Management discipline evolves, the classical failure theories of projects which are based on six basic parameters: timeline, budget, scope, quality, resources, and risk need to be considered along with additional criteria.

These can be broadly classified as:

- a) Unclear acceptance criteria
- b) Inadequate handling of uncertainties
- c) Poor sign-off on requirements
- d) Poor governance protocol
- e) Inadequate mechanisms for project-tracking
- f) Absence of change control system

Effort needs to be made to make disciples of Project Management aware of the same which is collated from different journals on project failure.

As such, the five most important aspects a project manager should look for to manage uncertainties are as below:

- 1) **What is the project product or outcome?**
- 2) **Are the requirements aligned with the expected outcome or product?**
- 3) **What is the supporting business case?**
- 4) **What are the parameters to be managed i.e., Project Scope, Timeline, cost, resources, and quality parameters?**
- 5) **Budget plan of project manager's organization**

Knowing the project Outcome:

Every project product or outcome has an upstream and downstream impact. It is worth knowing what functionality upstream is bringing into the project and what

functionality of the project is going downstream. This know-how will help to understand whether the defined project product or outcome is aligned to the required project product or outcome. By doing this the Project Manager tries to address - poor project scope definition or in project terms, the difficulty in capturing and sign-off of the project requirements. This effort will also enable the Project team to add value in the right direction.

Aligning the requirements with the expected outcome or product:

To ensure the final product or outcome meets the needs of the business and delivers an obvious along with measurable improvements, requirements must be documented and agreed upon between all parties involved.

After understanding the agreed requirements, the Project Manager should strive for agreement on the acceptance criteria of the product or outcome of the project.

The five important aspects to managing project risk continued...

If such expectations are deviating from the intrinsic requirement of the project product or outcome they need to be highlighted back to stakeholders. By doing this, the Project Manager tries to address:

- a) Lack of user involvement which translates into not defining or documenting the acceptance criteria
- b) Inadequate understanding of the complexity of the project by the sponsor possibly due to judging based on the project value and not on value per unit time.

Aligning with the business case:

The purpose of the business case is to outline the rationale for undertaking the project and to define the parameters and management factors involved in the project. It provides the project manager with a tool to guide the design, management, and evaluation of the project. Once the upstream and downstream

functions are aligned with the project's product or outcome and project acceptance criteria have been frozen, it is imperative to verify the business case of the project.

The business case serves four purposes:

- a) The project manager gets an opportunity to think through the project systematically
- b) It allows project managers to fine-tune requirements with the business case
- c) It explains why the project should be undertaken
- d) It provides a framework for the completion of the project within set parameters.

The Project Manager should understand the difference clearly - whether the expected outcome of the project is gold jewellery or gold-plated silver jewellery. If a business case is deviating from the expected outcome or product then the project team must be re-aligned. By doing this act the Project Manager tries to address the reason for failure – inadequate handling of uncertainty in the project.

Parameters to be managed:

After completing the above three steps Project Manager needs to baseline the parameters of scope, timeline, cost and quality to measure the progress or deviation during the journey of the project. Like parameter baselines, it is equally important to have soft-baselines for the communication protocol, document movement workflow and organization structure with

the escalation-delegation matrix.

This allows the Project Manager to de-risk the communication failure which includes the governance protocol and setting up of the change control board.

Budget Plan: Even in the era of Artificial Intelligence, projects are governed by Budget. With evolving organizations and accounting risk mitigation as part of the core strategy, organizations are concentrating on core competency and outsourcing the project management function. If the Budget plans of the Project Manager's organization are not aligned in terms of providing the required resources and infrastructure to the performing team, the project is likely to fail.

The five important aspects to managing project risk continued...

Many times, the involvement of multiple stakeholders dilutes the focus of the project and as multitasking by the project team becomes a noticeable philosophy of work, multiple projects are bolted. Hence, the project manager should have a clear internal budget plan, to establish the number of required resources and to ensure the resources are available as per the project timeline.

The Project Manager then ensures that the shared team and shared PM for multiple projects with a diverse set of stakeholders does not impact the success of the project. Also, ensures apt management that usually occurs when there are multiple heads in a project.

While boarding a flight, the hosting crew continuously reminds us about the aspects that need to be taken care of during the flight. Also, they

educate us about the action plan in an event of an emergency. This ensures that the more we are aware of a risky situation and the management of the same, it is more likely that we will be able to manage it successfully if the event occurs in reality.

Classical parameters will remain classic, but unless modern reasoning and associated uncertainties are mitigated on priority, Projects are likelier to fail in some way or other.

The views presented in this article are based on Project failure stories and not on Project success stories. The human default setting is to always follow the winner, copy the winner even if the percentage of success is lower.

By changing our outlook, we can start learning from failure also give us the stories and avoiding the same failures by managing uncertainties better way.

Further learning from winning stories will also give us the required motivation to move on. Combining the both, we as Project Managers can surely reach the next level.

2

Ethics and WFH – an interesting challenge

Heena Thadani



What runs through our minds when we hear the below from our team members and/or colleagues?

- Am not feeling well so could I WFH?
- I had to run out for an errand so I couldn't finish the document. I'll work on it at night & share it with you.
- Am spending 2 ½ hours in traveling every day if I come to office so could I WFH?
- I couldn't pick up your call because my WIFI was offline.
- We have a power outage at home – I'll login later at night and complete my work
- Oh, I stepped out to go to the ATM. May I call you back when am back at my desk?
- I cannot share my screen because have taken the call from my mobile. May I go to my desk and call you back?

Is our reaction to these responses person-specific, project-specific or HR policy-specific? From experience, I would tend to say that our responses may be a combination of all of the above but with more weightage on the person whose speaking these words. Our reasoning - the person has either given us a reason to trust or mistrust them. And our flexibility as well as understanding towards the requests and/or remarks are based on our comfort level with the person's ethics.

Work ethics has always been a key part of professionalism. However, am sure we would all agree that it has become an increasingly important part in all aspects of our lives with WFH becoming the new-normal. With flexibility come scenarios that need to be dealt in real-time by project managers. And this leaves us wondering how much of a leeway should be given vis-à-vis how much are we comfortable in giving.

Organizations are still battling with writing down stringent yet flexible

WFH and/or Hybrid HR policies that adequately address the various use cases that employees bring to the table. At the same time, project managers are learning to balance transactional conversations with relationship-building online conversations. And wrap their minds around the challenges that WFH has brought to fore. And why not?

Our WFH experiences have been quite bizarre – forget about moonlighting - we have come across individuals who are holding down two full time jobs and accordingly drawing two salaries simply because they are able to manage all activities from home. We've seen Vishal interviewing on behalf of Vivek. We've seen candidates googling answers during the interviews or being prompted with answers by their friend. We've seen candidates being adamant about 'permanent WFH' jobs with a clear no-go to attend physical office. We've even had spouses chime in during CTC negotiation discussions!

Ethics and WHF – an interesting challenge continued...

We've had to assess new employees without a single face-to-face physical interaction. We've had to become even more sensitive to new entrants onboarding process and ensuring that the person lives up to not just his resume but also to the perceptions created and commitments given during the online interview process.

This has brought the subject of work-ethics to the forefront. And has Project Managers looking more intricately to team members behaviors. The team's behavior is also supposed to be derived from the organizational culture. With remote team management, we see silos where the Project Manager's acceptance levels determine the team's behavior. As a result, what may work in **my** team as *acceptable behavior* may not work in **your** team. Given that both teams are part of the same

organization, is that the way we would want to allow the culture to be built? How **do we** inculcate work ethics when working online? How do we ensure the transmission of culture?

As Gillian Tett mentioned in her recent article in Financial Times, *the office is an environment where deeply ingrained rhythms were seamlessly conveyed and reproduced from one generation to another*. And this has a direct correlation to work ethics.

It's a very common quote used by educators – children do what they see and not what they are told. This applies to Project Managers as well who are taught to lead by example. However, WFH also brings this challenge to the table – how does the PM make her team virtually **see** these softer aspects without constantly verbalizing the same about self (which can also be seen as bragging?)

Like most things in life, its finally a two-way street. The Project Manager must take additional efforts to not just forge a stronger working relationship with the team but to demonstrate his/her work ethics as well as assess work ethics **remotely**. Like-wise the team members have to stay true to their responsibilities without taking questionable leeway in the face of temptations. Because **knowing** the right thing versus **doing** the right thing are two different things.

As Aldo Leopold once said - "Ethical behavior is doing the right thing when no one else is watching".

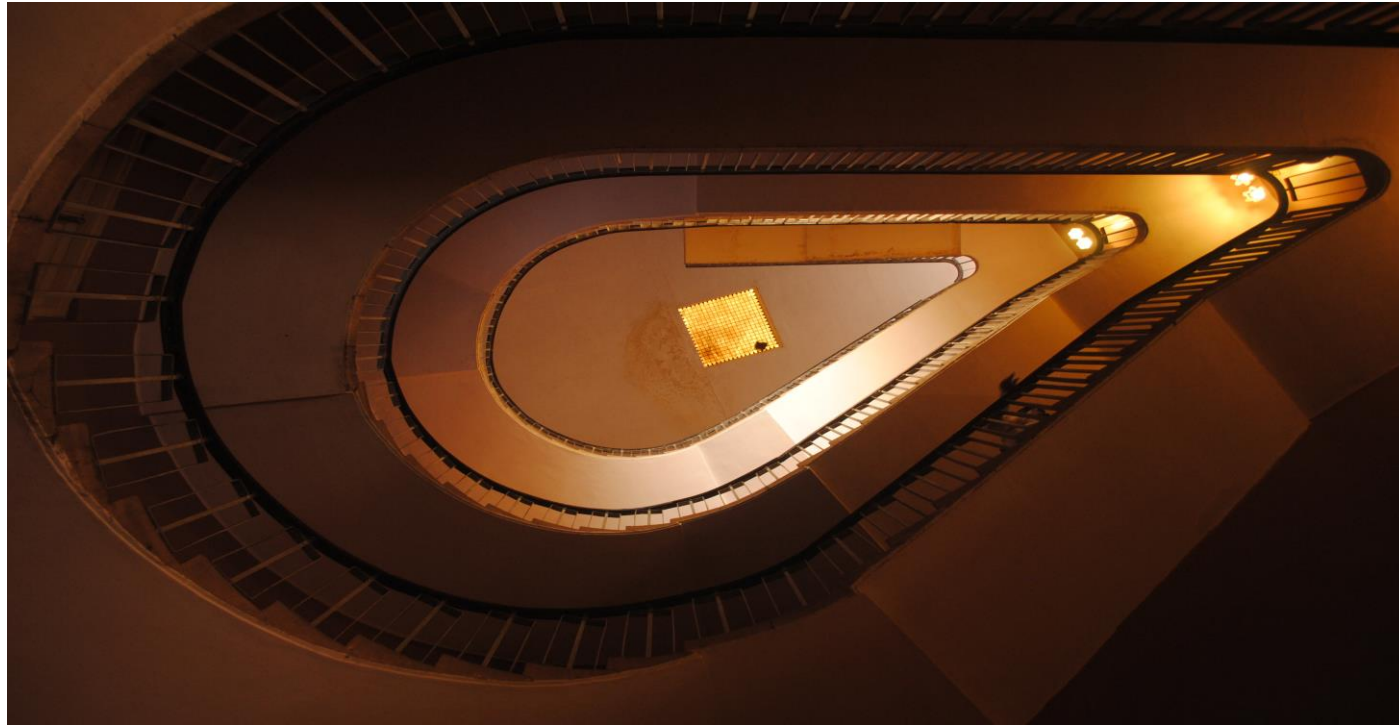
Coming closer to home,
Dharmo Rakshati Rakshita
Sanskrit: धर्मो रक्षति रक्षितः;
IAST: dharmo rakṣati rakṣitaḥ

A popular Sanskrit phrase mentioned in Mahabharata and Manusmriti verse 8.15. It can be loosely translated as:

"The Dharma protects those who protect it." And as many of us may know - the closest synonyms for Dharma in English are righteousness and ethics.

3 Quality Management – a thankless yet rewarding job

Shikha Singh



Quality can be defined as the **'Degree of Excellence'**. Alternatively, we can also refer to the same as **'Ethics & Risk measurement'**. But these definitions are general in nature and are controlled in reference to various parameters. In our day to day life, let us say when we go for an errand revolving around shopping, we intend to first see the quality. But as we shop, we start incorporating other parameters in our decision-making i.e. cost, design, availability etc. In short, today's consumers expect a personalized shopping wherein quality is compromised to fulfill other personal wishes & requirements.

But this trend cannot be applied in organizational context. Here, as a professional in quality management, the same is in our DNA. And as Aristotle, a Greek philosopher once said, **"Quality is not an act, it is a habit."** So, it's all about **HABITS. Habits drive business.** From products/processes to human resources and the whole management team - quality always plays a crucial role. Quality decides the success or failure of any business. In my 15 years of working in the domain of Inspection Services & Quality Assurance – I have learnt the importance of quality but have also inferred that **Quality management is indeed a thankless job.**

The purpose of an Organization's Quality Systems is to internally increase the quality of the people, process and products. From an external perspective, it is to increase the quality of the consumers experience for the products and services provided by the organization.

Accordingly, as quality management professionals, we are expected to possess in-depth knowledge on a variety of complex quality issues along with a sense of general business skills. In addition, although we are often the first to receive complaints when products fail, we seldom get praised when everything goes according to plan. If everything goes right, the project managers receives the credit and the Quality Management team is rarely recognized for the role that they played in the success of the project. However, if something goes wrong, the Quality Management team is held responsible for the failure without considering the teams that work on the deliverable until it reached the Quality Management Team.

What does quality apply to? Well, Everything. Every product, service, process, task, action or decision in an organisation can be judged in terms of its quality – how good is it, is it good enough, how can we make it better?

Quality Management - a thankless yet rewarding job continued...

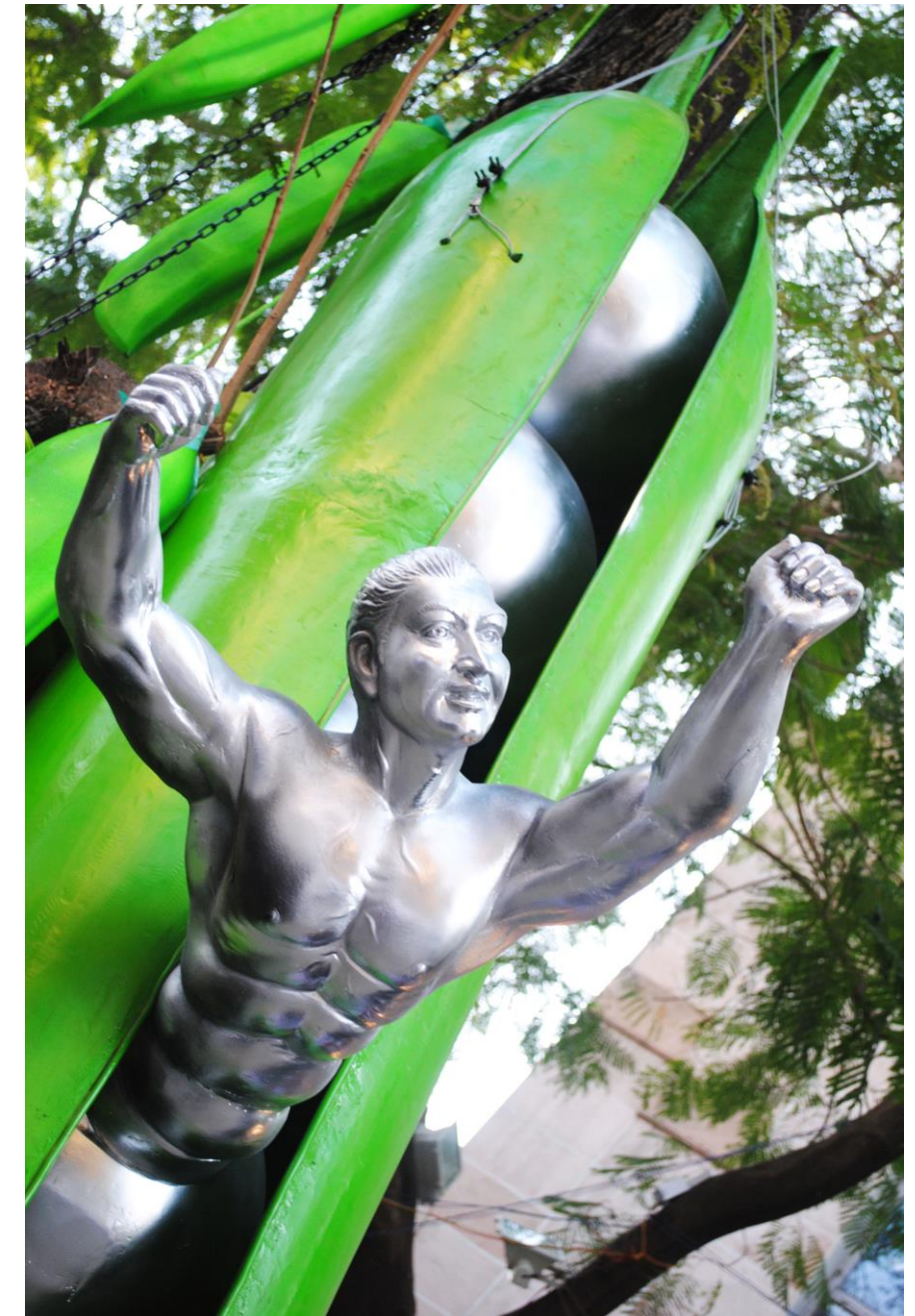
Who is responsible for quality? Well, everyone from the CEO to the intern is responsible for the quality of what they do. Different people will have responsibility or influence over different things that affect the quality of an organisation's outputs, such as specifying requirements, meeting those requirements or determining the quality of something.

Having said that, it's important to have people who can provide the knowledge, tools and guidance to help everyone else play their part in determining and achieving the required level of quality. These people are quality professionals and their job is to make organisations better at producing outputs that satisfy the needs and expectations of their stakeholders.

It is indeed a rewarding job, for me personally, for several reasons

I know that am helping to make the product a better experience for the customer which gives me a sense of accomplishment. Secondly, it is rewarding to help drive out waste and rework through continuous improvement. Thirdly, being a catalyst for change and a voice in the formation of the culture is meaningful work. Lastly, when you make a difference in employees and customers lives, it is hard not to feel pride in your job.

Hence although Quality Management is a thankless job, I would still recommend that everyone adopt quality in each and every activity that they do – in both professional and personal lives – as it is indeed a rewarding experience.



4 Importance of Ethics in PM

Ravi Iyer

Ethics refers to a well-based standard of right and wrong that set what humans ought to do, usually in terms of rights, obligations, benefits to society, fairness, or specific virtues. Secondly, ethics refers to the study and development of one's ethical standards. Feelings can however deviate from what is ethical. So, it is necessary to constantly examine one's standards to ensure that they are reasonable and well-founded.

Ethics also mean, then, the continuous effort of studying our own moral beliefs and our moral conduct and striving to ensure that we, and the institutions we help to shape, live up to standards that are reasonable and solidly based. To make good ethical decisions, the professionals must have trained sensitively to the ethical issues and a methodology that will help in exploring the ethical aspects of a decision making.

While ethics are important for all organizations and their employees and other stakeholders, they are more important for project managers who execute complex projects and interact with a wide variety of stakeholders. Indeed, being ethical and following ethical norms can be said to be prerequisites for project managers who must practice ethics and observe ethical rules.

Project managers have to balance the various costs – direct, indirect, fixed and variable – as cost control. They also have the responsibility of delivering the project in a time-phased budget manner. The field of project management has a wider obligation towards society and the wider stakeholders including consumers and other members of society. Therefore, the project managers cannot simply write off their responsibilities towards these stakeholders as another expense item and forget about it.

They have a social responsibility to proactively seek and follow ethical and normative rules of conduct at all phases of the project starting with the bidding and ending with the project handover.

There would be some who would say that while all this sounds good on paper, it is not easy to follow this in the “real world”. They would contend that the real world of project managers is vastly different from what is mentioned in theory or textbooks and hence, they might simply shrug off some of the points discussed here as sermons. To that, we would say that while we understand the very real constraints and pulls and pressures that they face, we are also of the view that one must start from somewhere and someone must take the lead, and hence, while ethics and norms are difficult to follow, somebody has to make a beginning. In addition, we would also like to point out that it is in the commercial interests of the project manager to abide by ethical norms as any exposure or leak of

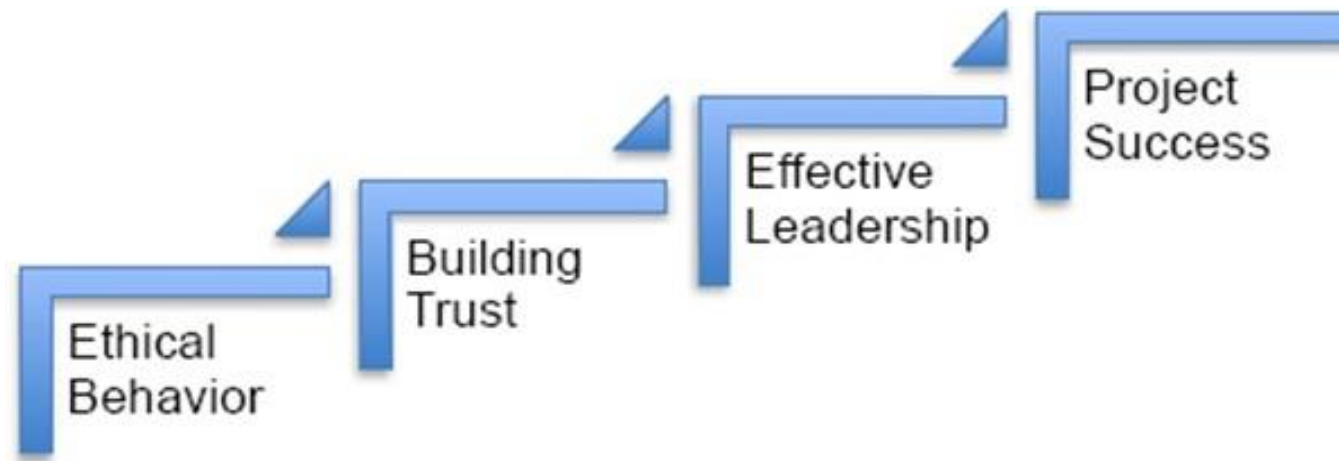
information regarding the actual processes being followed would be detrimental in terms of adverse publicity, investigations and court cases, and the increasingly apparent trend of a “Trial by Media” that is overly sensationalist and always on the lookout for such stories.

To conclude, while following ethical norms might be difficult for project managers, it needs to be remembered that at the end of the day, “the softest pillow is a clear conscience” and hence, being ethical and normative is an end and the means can be thus defined and executed so that the end goals are met. Moreover, project managers should follow the rules and be ethical in all interactions as otherwise, longer-term sustainability and reputation would take a beating and organizations take a considerable time before they recover from adverse situations. Thus, it is better to be safe than to be sorry in the longer run.

4

Ethics and Risk – Morals in Danger

Dr. Oscar Leo D'souza



The title is two pronged ... it is both the Problem and the Solution!

The Problem: Today, Morals - be they of individuals, organizations or societies - are in Danger!!

The Solution: Only Morals applied, when in Danger of choosing the wrong path, can uplift all!!

Morals translate to Ethical Behaviour 'when no-one is looking'. Danger is the constant Risk one faces in doing the right thing, be it for personal gain or due to a lack of knowledge of consequences of one's

inadvertent actions.

Michel O'Brochta (PMP and chair of PMI Ethics Member Advisory Group) states that "Ethics lead to trust, which leads to leadership, which in turn leads to project success."

The PMI has rolled out the Code of Ethics and Professional Conduct document to help project management professionals do what is right and ethical. The code is an essential guide defining behaviors a project manager should adopt for success in project execution.

It helps instill confidence in the project management profession and helps practitioners make wise decisions by highlighting ethical values such as trust, honesty, responsibility, respect and fairness.

The PMI has supplemented the above with a guide for critical thinking throughout the ethical decision-making process vide its Ethical Decision-Making Framework document, which provides a process to make a decision when confronted with an ethical dilemma.

Ethical Risk, as a concept, points towards unexpected negative consequences of unethical actions. Awareness not only helps reduce the impact of any inadvertent lapses but also helps correct those consequences for positively improving efficiency and reputation.

Practitioners sometimes tend to be unaware of the unethical aspects of the actions that they rationally choose, the negative outcomes of which are unanticipated and constitute unpleasant shocks. It is

awareness bias and detect the ethical risks before they lead to these shocks.

On being confronted about their unethical actions, one tends to react negatively, compounding the unethical facets of one's actions by denial. This then snowballs due to superficial mitigation of the consequent risks leading to escalation of costs in the final resolution of that risk. The solution lies in objectively describing one's behavior by acknowledging the legitimate reaction of the stakeholders and communicating with more sincerity, thereby sustaining trust and relationships.

If one reacts as though they had no other choice, they give up their own ability to discover a positive alternative. On the other hand, comprehensive appreciation of ethical and unethical facets prompts a genuine quest for more ethical actions. Additionally, recognition of possible ethical costs boosts the relative appeal of an alternative more ethical action.

Ethics and Risk – Morals in Danger continued...

As a result, this unfolds the path to unexpected positive consequences. Deciding not to engage in unethical actions is intentional, owned and reflects the power to discriminate. Such decisions are not due to a blind belief in the benefit of ethics.

Business ethics applies to all pieces of business conduct, from boardroom strategies, sales techniques and accounting practices to stakeholder relations and issues of product responsibility. It concerns discretionary decisions that organizations, and the individuals who work for them, make in the day-to-day situations they face. **Consequently,**

- **An open culture enhances morale.**
- **Good relations with customers lead to a heightened reputation**
- **Ethical companies outperform their peers financially in the long term.**

The ICAS Standards set seven golden ethical principles:

- 1. Be an ethical leader:** One must have the courage to challenge others, when necessary, no matter what one's role is.
- 2. Use moral courage:** Making a stand against unethical actions can be even more difficult when others acquiesce to inappropriate conduct. It takes real courage to stand up against such behavior, sometimes at personal expense.
- 3. Consider personal and professional reputation:** A professional's reputation is a personal brand. We need to be aware of the potential reputational consequences of our actions, or indeed our inaction.

4. Set the right tone at the top: Value colleagues and set up an appropriate culture to ensure individuals feel empowered to 'speak up'. More importantly, ensure allegations are properly listened to and suitably investigated.

5. Maintain an enquiring mindset: An enquiring mindset allows one to question whether something seems reasonable. Problems need to be nipped in the bud to avert escalation beyond one's control.

6. Consider the public interest: It is about how one's actions are perceived by others. If others would conclude that a course of action is inappropriate, don't do it, don't condone it.

7. Consider 'the right, the good and the virtuous' actions: Pause for thought and reflect, to

broaden your perspective when facing an ethical decision, and challenge or influence the behavior of others.

Society benefits because practitioners have completed their work to a high standard, not just within budget or on schedule, but with ethical accountability.

In conclusion, when it comes to moral or ethical behavior and adherence, it isn't enough to "print, post and pray." Execution and incorporation matter where practical reduction of risk and its associated dangers are concerned. Though most people hold a desire to "do the right thing," the definition of right is considerably shaped by the company they keep. Ethics is about choices – big and small – keeping one's values in both mundane and the extraordinary moments. Culture matters – one of integrity wherein everyone "walks the talk"

Inviting article submissions

Calling all PMI/Chapter Members and credentials holders to submit their original writings on the topic of project management. Earn PDUs for your published article.

Submission deadline for the next issue
– 31st August, 2022

Email your article along with your recent photograph & your LinkedIn profile and/or short profile to marketing@pmimumbaichapter.org

About the Contributors'



Mr. Sandip De (aka J N Anderson) is a Project Management Professional with a background in Mechanical Engineering, Business Management, Industrial Safety, Quality Audit, and Management Coaching, with 20 years of experience in managing portfolios, programs & projects, and improvement of project operations. He has pioneered in setting up PMO for a Portfolio in his organization. He is also venturing into Assessment of Business Excellence. He completely enjoys sharing his knowledge and learning from others. He can be reached over er.sandipde.pm-pro@outlook.com.



Mr. Ravi Iyer is a seasoned Project Manager with a flair for coordinating between clients and businesses to get projects completed on schedule. With over a decade of experience in the localization industry, Ravi enjoys spending time with pets & reading books.



Ms. Shikha Singh is a seasoned engineering professional with over 15 years of experience in Project Coordination and Operations of Inspection activities for Global organizations. She is a PMIMC member since early 2020 and is presently the AVP - Outreach. She likes travelling, trekking & photography. She can be reached at shikhasingh1513@gmail.com.



Dr. Oscar Leo D'souza has been an active volunteer for over 15 years with Mumbai Chapter and has been on PMIMC board as VP-Branches, AVP Certification and Training. He currently serves as Vice-President of the Chapter. He has exposure in industries across Private-sector, Public-sector and Government for over 33 years. His extensive experience ranges across Startups where he has developed an ERP from scratch, to heading global Product delivery & implementation in BFSI & Manufacturing for a decade, to working with firms like BNP Paribas where he has set up a Risk Governance Framework, to his current role as Engagement Director working with Very Large troubled SI projects and turning them around.

About the Prakalp Team



Ms. Heena Thadani has more than two decades of experience in the management consulting and IT consulting domains. With a passion for client satisfaction, Heena has had the benefit of guiding senior management teams in global organizations to achieve their change management initiatives. An accomplished techno-functional change-management professional with experience across diverse sectors - Heena can be reached at heena.thadani@gmail.com.



Mr. Sachin Korgaonkar is managing the marketing portfolio for PMI Mumbai Chapter (2021-23). He has been an active volunteer for over 8 years with Mumbai Chapter. He is a Program Manager having extensive experience in managing complex projects and implementation in various domains. He can be reached at marketing@pmimumbaichapter.org



Ms. Martina Pinto is a Marketing Communication Manager with a profound passion for photography, painting and writing. Prior to joining the corporate world, she used to freelance as a photographer. While she has undertaken several photo shoots, nothing inspires her more than travel photography. She believes travel photography is one such genre that connects you with nature and the human spirit. The vibrancy and positivity in her photographs have been featured in several corporate calendars and posters.

Project Management South Asia Conference

Dr. Srini Srinivasan *speaks*

It is said that once in every generation, there is a shift in how we work. If the Industrial revolution prompted a move from fields to factory, the Second World War saw women enter the workforce. The digital era transformed our world of work by leaping over geographical as well as cultural boundaries and making the world a more connected place. The COVID-19 pandemic however, was different in that it forced a sudden and drastic change in the way we work. It coerced us to work from home and somehow seamlessly manage workflows, execute projects and combat innumerable challenges. With no precedent in place, we had to find solutions on the go. The good news is that we did it.

Now we face a world order where hybrid is the new mantra. It is redefining work and work culture. It is forcing us to strike a balance between work from home and sustaining an organizational culture. Let's also pause here to look at the larger picture. Hybrid is as well the new mantra for products and services – as

organizations are seeking to deliver more sustainable solutions. We are in short, moving towards a future where hybrid might become the norm in almost every aspect of work.

How do we redefine and align our work culture to this new world order – particularly in the context of project management? We will be deep-diving into this topic at the Project Management South Asia Conference taking place in Mumbai on 9-10 December 2022. Our volunteers are working hard to bring you a fantastic line up of speakers to elaborate on the impactful conference theme of **Hybrid and beyond: a paradigm shift**.

It is my pleasure to welcome you all back to an on-ground event that will be hosted by the PMI Mumbai Chapter. We hope you will not miss this fantastic opportunity to network, interact in-person with industry experts and peers from various industries. As always, we promise you a fantastic delegate experience! I look forward to meeting you at the event.

Regional Managing Director, PMI South Asia

Project Management South Asia Conference

The Project Management South Asia Conference (#PMSAC22) is a celebration of the project management profession and which brings together hundreds of practitioners, chapter leaders, industry and business professionals from around the region. It serves as common ground for the project management community to exchange information on best practices, latest trends, technology, and experience thought provoking addresses by industry leaders from across domains.

Biren Parekh *speaks*
This is the 14th #PMSAC22 and this conference is proudly being hosted for the third time by the PMI Mumbai Chapter, one of the largest chapters in the South Asia region. We invite you to join us at in-person conference at the **Nehru Centre, Worli, Mumbai on December 9 – 10** to learn, network, share, influence and grow.

As of now, an early **bird offer** is ongoing for a limited period. Avail the same at the rate of **Rs 8,000/-** until August end. The price is inclusive of 18% GST. The price will increase soon after that.

PMI South Asia Conference Director 2022

Why attend?

- **Listen to visionary Keynote speakers and SMEs**
- **Network with over 800+ leaders & practitioners**
- **Earn up to 13 PDUs**
- **Learn about the latest tools and trends in the profession**
- **Acquire skillsets covered under the PMI Talent Triangle**

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Team Outreach



- 5th batch of GROW mentees from Dr. Moonje Institute Nashik initiated.
- New mentor added to the panel
- “Career Pe Charcha” with SVERI College Pandharpur
- Participated as Community Partner for Leader’s Technology Update confluence of educational Institutes and corporates

- 6 events of Season 3 conducted so since FEB-2022
- Total chapters – 23, Supporting chapters - 3



- Presenting the Youth and Social Impact initiatives by PMI Mumbai Chapter at the APAC Youth and Social Impact Confluence in August 2022



2022 - 23



- Continued Collaboration with Saksham Digital Library for proof reading of digitized books.
- 6 assignments successfully completed till date.
- Continued collaboration with Seva Sahayog Foundation for school kit assembly and distribution.
- Initiated new collaboration with Navjyoti India Foundation of Dr. Kiran Bedi for supporting their social projects.

Team Outreach in pictures



SCHOOL KIT ASSEMBLY

VENUE:- RAJMATA JIJABAI TRUST,
MATOSHREE JIJAMATA MARG,
THANE EAST,
MAHARASHTRA 400603

SUNDAY
7TH AUGUST 2022
09.30 AM - 11.30 AM

RSVP:-
YOGESH BHAGAT:- +91 83568 81755
VISHAL DESAI:- +91 96193 12683

www.sevasahayog.org

Project Management Institute Mumbai
Saksham Samarth

SEVA SAHAYOG

Icons: graduation cap, ruler, pencil, book, backpack, hands.



Membership



Mumbai chapter is now a **1,598 members** strong community at the end of the July 2022. **The Mumbai chapter is now No. 1 chapter in South Asia region consisting of 11 chapters.**

Since Apr 2021, we have added 877 new members. Total 82 new members were added in July 2022. We have started a monthly forum - **PMPITSTOP**.

PMPITSTOP provides a platform where subject matter experts and project managers from different industries share their experiences/demonstrate usage of different tools & techniques they use in the real-life world. These monthly webinars are interactive webinars whereby members can ask a question during the workshop itself. We conduct monthly sessions for PM PITSTOP on the 2nd Wednesday of the month, 8.30 pm IST to 9.30 pm IST. The members receive 1 PDU for the same.

It is a great platform for all project management and agile practitioners to re-energize themselves with the latest happenings in the practical world of project management.

A session on “Building Resilience - A practical workshop on recent research by Harvard and Yale University/s on Deep Breathing process - SKY” was conducted by Abhishek Sharma as a part of PM PITSTOP forum on 13th July 2022.

Another session “User stories on Agile Implementation” was conducted on 10th August 2022 by Mr Satish Kolla. This was 7th session of PM PITSTOP.

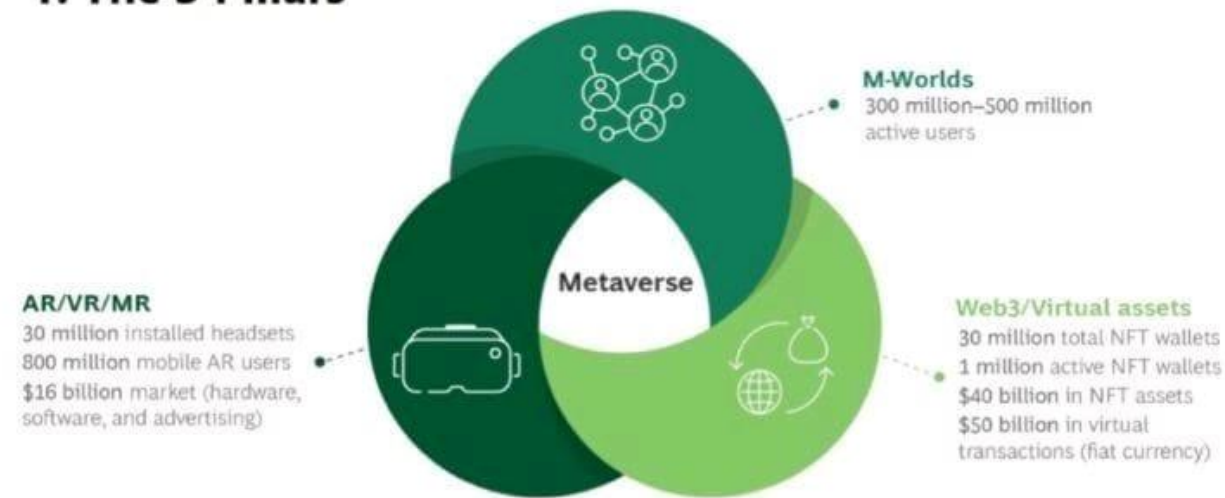
An in-person Townhall was conducted on 25th Jun 2022 in Caravan Serai, Andheri (E). It was attended by close to 25 new members and the Board briefed them about Mumbai chapter activities. The next town hall will be conducted along with AGM on 18th September 2022.



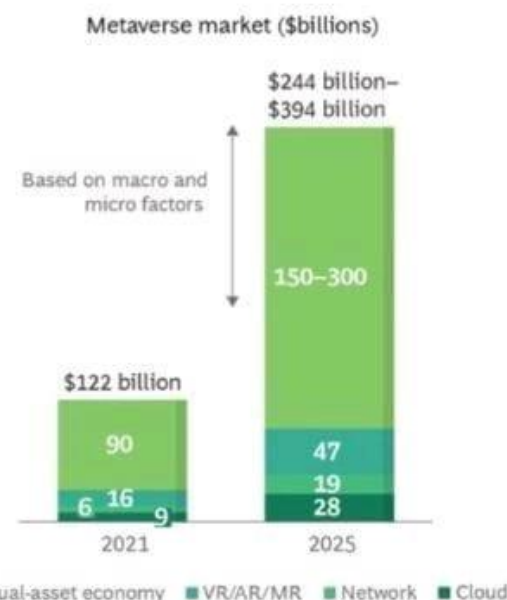
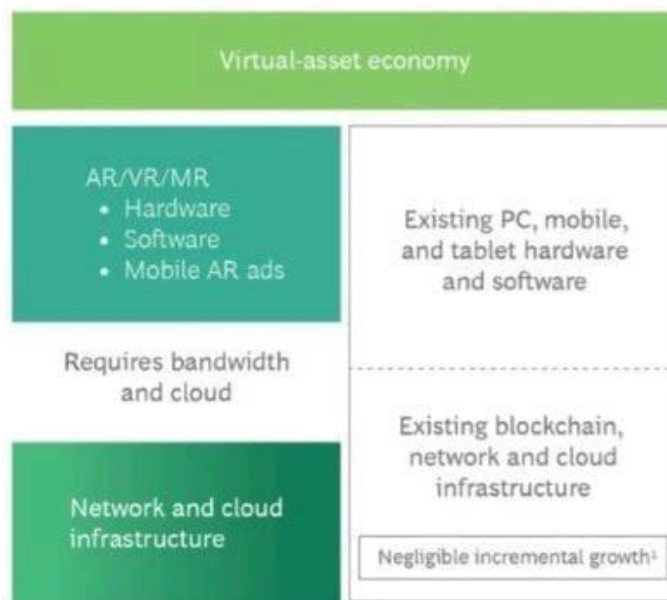
Food for thought....

The Metaverse map

1. The 3 Pillars

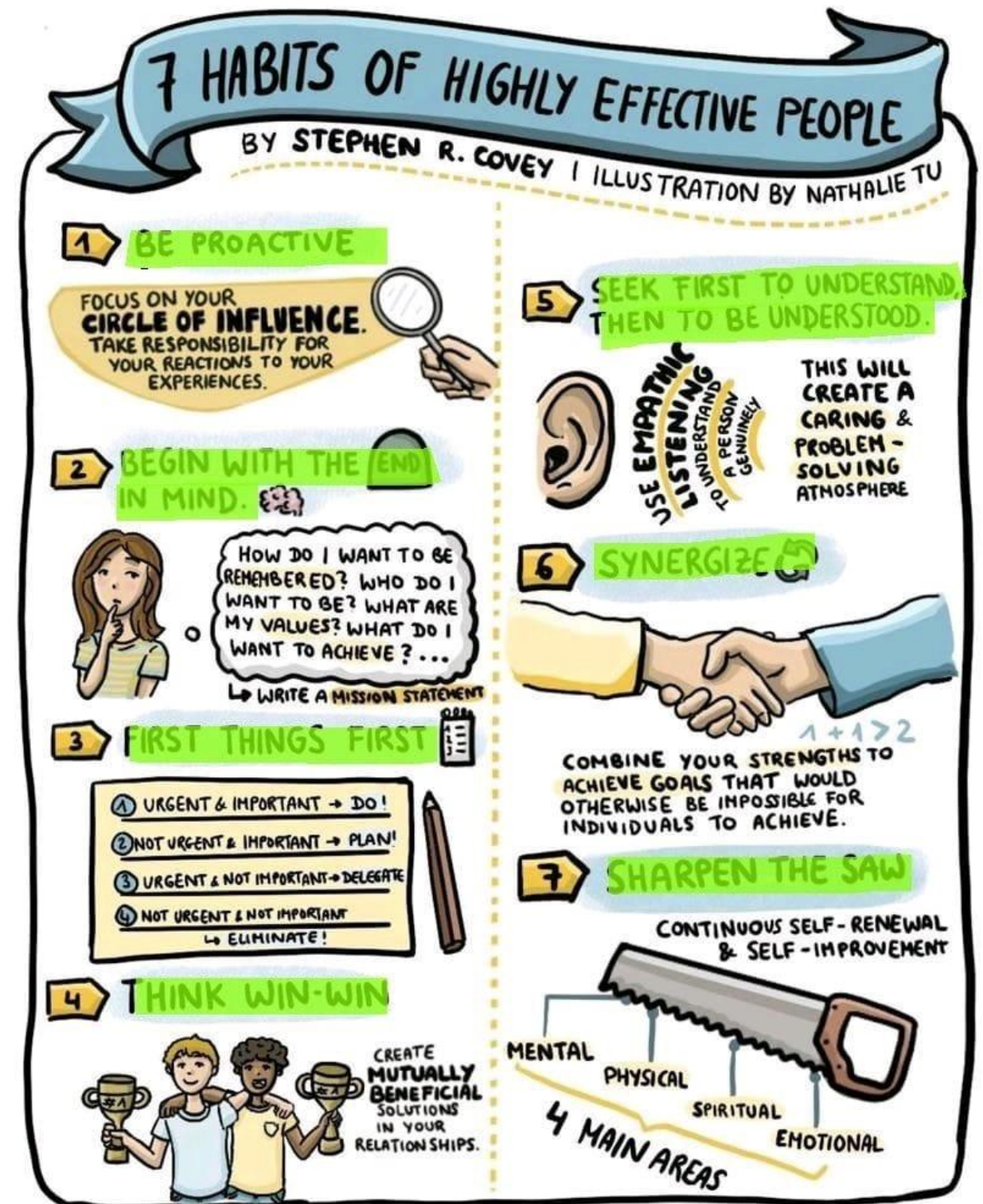


2. The Market

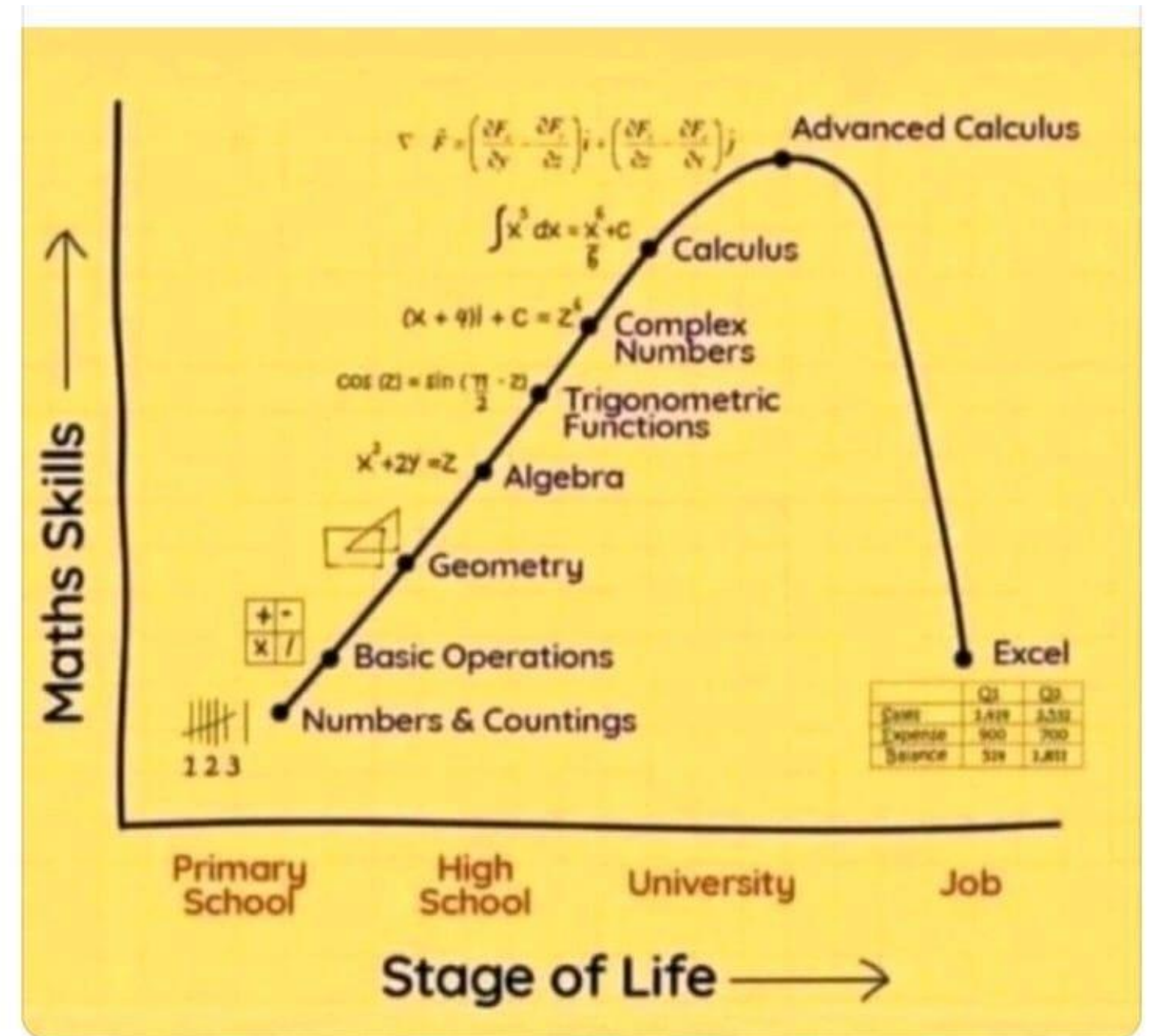
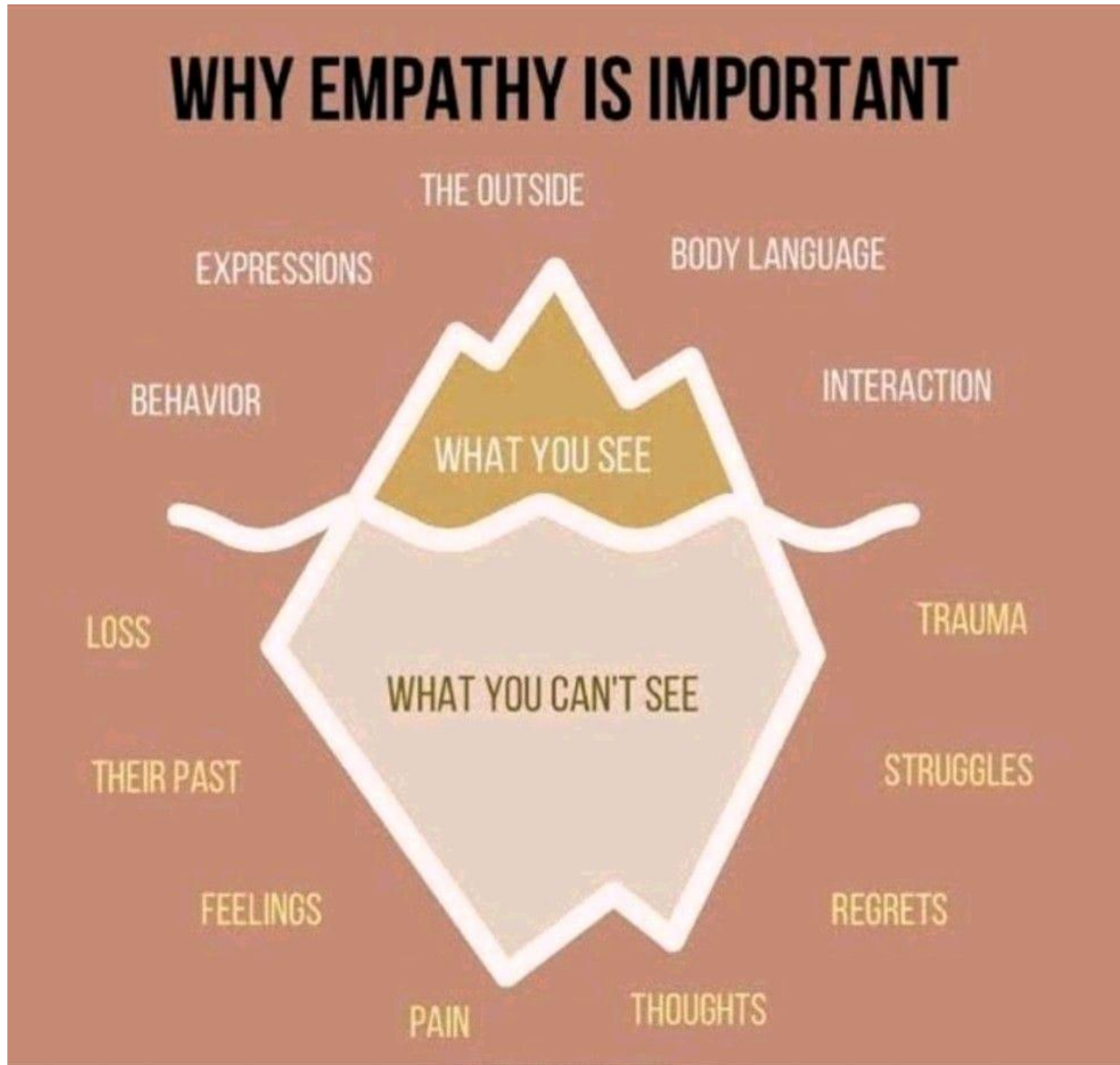


Source: BCG

Edited by: Panagiotis Kriaris



Food for thought....



Source: Internet



About Prakalp

Prakalp is the in-house magazine of PMI Mumbai Chapter and is being published since the early days of the Chapter – either in the physical or electronic form. Prakalp aims at enhancing the knowledge of our readers by publishing articles from thought leaders from varied industries and sectors. The authors share their unique perspectives on best practices, trends, new developments and news that have an implicit as well as explicit impact in the world of project management.