

PRAKALP - PMI Mumbai Chapter Magazine



Old Order Changeth !



PROJECT MANAGEMENT INSTITUTE - Mumbai Chapter
UNIT NO. 642, MAINFRAME 1-B WING, ROYAL PALMS, AAREY MILK COLONY,
GOREGAON (E) MUMBAI 400065, INDIA
+91-22-28792194 / +91-8655092194

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Vision

“To be recognized as the organization of choice by evangelizing Project Management”.

Mission

- Evangelize Project Management across industry, academia, community and Government.
- Provide a forum for Project Management professionals to promote the principles and ethical standards of PMI.
- Promote networking among professionals, sharing project experiences and best practices, imparting training and enabling PMI certifications and ultimately enhancing quality of life.
- Provide infra structural facilities like library, portal & knowledge repositories.

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This magazine is for informational purposes only.

From the desk of the **President**



Dear Project Management Professionals,

By the time you would be reading this, we would have successfully inaugurated PM Conclave 2020. This year is the 11th edition and the theme of the conclave is “Vision 20/20, Reform, Perform, Transform”. Vision 20/20 is a global standard to measure our eye-vision.

With rise of technology, we are at the crossroads of disruption. Gone are the days when we used to have paper tickets, right from movie tickets to airplane tickets, to insurance to identity documents...everything is getting digitized with multiple sectors being disrupted at the same time. Entire industry and economy is going for digital transformation. Technology advancements, availability of uniform internet and high-speed compute has made many new businesses feasible.

With our various initiatives at PMI Mumbai Chapter, our fortnightly PM forum meet at multiple locations in the geography to monthly CCMs to Bootcamps for PMI certifications to Quarterly Magazine Prakalp to PM annual conclave – our constant endeavour has been to create and provide a platform for project managers and the community, a platform for fellowship, networking and exchange of best practices. Our BoD and chapter administrators are continuously on the look out to collaborate with all members and corporates in the region.

I invite you to join, collaborate and explore mutual benefits thru various activities of the chapter. I also invite you to demonstrate your thought leadership by delivering a session at one of the PM Forum meets or by writing an article for Prakalp magazine. Together let us make 2020 a year to remember and let us kick start the new decade with refreshed knowledge to overcome new challenges.

Bharat Bhagat, PMP® President, PMI Mumbai Chapter | president@pmimumbaichapter.org | +91-9833139181

Editor pens



Dear fellow Chapter members!

As we begin a new decade in this millennium, let me take this opportunity to wish you all a happy and prosperous New Year! We are pleased to bring out this edition of PRAKALP at the PM Conclave 2020.

This edition of the PRAKALP is special. As you know, we are on the cusp of the 20th year of our existence. We have made an attempt to take you on a trip down memory lane with a timeline penned by R.V. Joshi our first President. We have also included an article by Biren Parekh on learnings from a typical Project. Rakesh Gupta, another former President of the chapter takes an interesting view on NLP. Chintan Oza spells out the strategy for adopting 5G, which will be upon us soon. Also, five authors: Joshi, Wanchoo, Parikh, Parekh and Oza have collaborated to sift fact from fiction on modern technology and trends. Heena Thadani ponders on what it takes to balance work and me-time. She

calls it work-life balance. Dr. Oscar D'souza takes a critical view of “Visibility” vision of Projects and Programs in the Public sector. Pramila Kulkarni has an interesting take on Artificial Intelligence.

Please do send in your views on the contents of this magazine. We will be glad to hear from you – criticism, suggestions, bouquets, brickbats et al.

Happy reading, folks!

Raphael David, PMP®, ITIL, Vice President-Marketing | [Email:marketing@pmimumbaichapter.org](mailto:marketing@pmimumbaichapter.org)

A NEW LOGO AFTER 50 YEARS

During PMI 2019 Global Conference, PMI celebrated its 50th anniversary and introduced its new logo. The project management community, used to the old version for over 50 years, has triggered several discussions about the message conveyed with the arrival of the new design.

This year, the PMI celebrated its 50th anniversary and launched its new logo for the coming years



Aligned with this logo, all PMI chapters also adopted a customized version changing the right-lower icon by their own symbol. The project management community, used to the old version for over 50 years, has triggered several discussions about the message conveyed with the arrival of the new design.

It is made up of symbols that have different meanings.



COLLABORATION

We can't do it alone. Whether it's partnering with a colleague, client, company or non-profit organization, each of us brings something unique to the table. And we are made stronger when we work together.



DETERMINATION

Sometimes projects go according to plan. Most of the time, not. Perseverance is needed to complete any project and successfully deliver outcomes that make a difference in the world.



INNOVATION

New ideas. New products. New methods. Constant transformation is what helps us tackle new problems and find fresh solutions. We know that the world isn't one-size-fits-all. We bring new takes on everyday things to constantly move forward and make



TEAMWORK

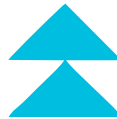
Projects are delivered by people, but winning projects are delivered by the team. Project delivery relies on team players and people who contribute added value to my project, making the team stronger.

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OUTCOMES

We celebrate not just the process, but the positive impact that projects around the world make on society. We're changing the world – for the better – one project at a time.



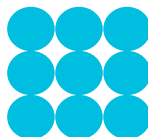
GROWTH

Change and transformation, while at times unfamiliar, spur progress. Whether it is skill development or organizational expansion, growth brings new opportunities into our economy and contributes to the greater good.



VISION

This can mean being unconventional. It can mean coming up with new ideas to solve new challenges. It's about perspective, seeing the big picture, and the ability to create solutions for now that are sustainable for generations to come.



COMMUNITY

The people that are part of our world make it what it is today. Our community is one of our most valuable assets. We celebrate it and keep it going by welcoming all who wish to join us to make the world a better place.

FOCUS ON THE PMI MINDSET HAS ALSO CHANGED....

Despite the great controversy over the design and colour of the new logo, the most important thing is that PMI is changing. There will never be unanimity about a logo's design, but there should be unanimity about the need to evaluate and adapt your skills to new trends.

Like all change, there will be objections and support among all stakeholders. But the focus is on the vision about the future of project management.

PMI community should also change their minds to adapt to this new reality. If you are managing projects for more than 10 years and are still using the same tools, methods and practices.... Well, it is time to update your tools and skill sets.

PMBOK is changing every 3 to 4 years in order to update the best practices to the market, Organizations know that in order to maintain competitive advantage and market leadership, they need to continue to add value to their projects. YOU as a project manager should understand this and work on helping your team to deliver value faster.

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Strategy for adopting 5G in Enterprise - Chintan Oza

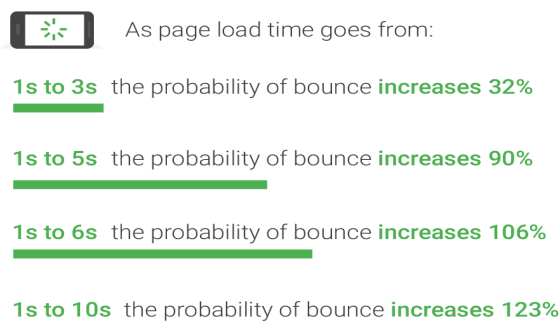
Abstract:

First generation of mobile communications network was launched four decades ago. Ever since then the need for higher data rates and lower latency has resulted into introduction of next generation of wireless communication. 5G technology has already hit Indian shores. At recently concluded Indian Mobile Congress, first 5G video call was made and various use cases were displayed. Technology strategy of the enterprise is responsibility of leadership. This article discusses strategy for adopting 5G in enterprise. 5G will bring new opportunities for people, society and business. Various aspects discussed in the article can be included in the strategy for adopting 5G in the enterprise. Having a technology strategy well in time would help align various stakeholders of the enterprise with 5G adoption and help reap maximum benefits.

Article:

A decade ago, Amazon found that every 100 millisecond of latency cost them 1% in sales. Google found an extra .5 seconds in search page generation time dropped traffic by 20%. A broker could lose \$4 million in revenues per millisecond if their electronic trading platform is 5 milliseconds behind the competition.

Since after almost a decade now, a study by Akamai in 2017 highlighted that every 100-millisecond delay in website load time can hurt conversion rates by 7% – that is a significant drop in sales – 6% – from the time when Amazon first talked about latency in seconds and milliseconds. This indicates that things aren't getting any easier for enterprise as latency and user experience is becoming critical day by day. In 2018, Google shared the following infographic on mobile page load industry benchmarks:



Contd. on Page 7

Come 2019, an era of 5G has just begun in our country. Make in India strategy and ongoing revisions in taxation have encouraged telecom OEMs to start manufacturing of 5G network electronics in India. Nokia, Ericsson, Huawei have chalked out plans to ramp up the production of radio electronics for domestic as well as international market. On the other hand, handset manufacturers like Apple, Foxconn and Samsung are making India as their biggest global manufacturing hub after China. Department of Telecommunication (DoT) is undertaking auction of 5G spectrum by end of this year or early 2020 as recently stated by the Union Telecom Minister Sh. Ravi Shankar Prasad. Moreover, in recently concluded Indian Mobile Congress in Oct 2019, leading telecommunications service providers have demonstrated first video calls and various 5G use cases triggering the hype of 5G in Indian market.

Worldwide impact of 5G on business and society is expected to be profound – the World Economic Forum predicts it will "be as revolutionary as electricity or the automobile, benefiting entire economies, and entire societies." In this environment, 5G has a lot to deliver – speeds up to 1.5 Gbps, near zero latency and high availability. In simple words, 5G is expected to revolutionize the network and communications industry by providing ultra-fast transmission rates that can be as much as 100 times faster than the existing 4G. 5G is capable to enable device-to-device communications for up to a million devices per square kilometre area.

On the enterprise front, everything is going digital. Digital Transformation has not only benefited enterprises' day to day operations but also the term has also entered in our day to day business conversations!!! The race and pressure to "digitally transform business" has forced enterprise leaders to adopt new technologies to develop new solutions, have visibility of SLAs from end to end, improve service delivery, increase operational efficiency, reduce OP-EX and last but not the least, enhance customer experience to gain plus maintain competitive advantage.

Our dependency on use cases with higher data rates and lowest latency has grown multi-fold. 5G should not be viewed as a standalone solution addressing the technical requirements such as enhanced SLA, capacity, compute or storage. The convergence of 5G with other disruptive technologies i.e. software defined networks, Cloud, Internet of Things (IoT), Blockchain, Edge, Artificial Intelligence (and more) would require us to rethink how we make business and technology decisions.

As an enterprise leader, if you have ignored 5G (as its in early stage of rollout until recently), this is the time to start exploring 5G and get a strategy around adoption of 5G into your enterprise.

1. Refresh Technology Road map for your Enterprise – A new technology adoption plan

1. Chalk out technology road map for phase wise adoption and growth of ABCDEFGHI – These technologies are mainly;
 - Artificial Intelligence
 - Blockchain
 - Cyber Security
 - Digital Transformation
 - Edge Compute
 - Facility Management
 - Governance
 - Hybrid Cloud
 - Immersive Technologies

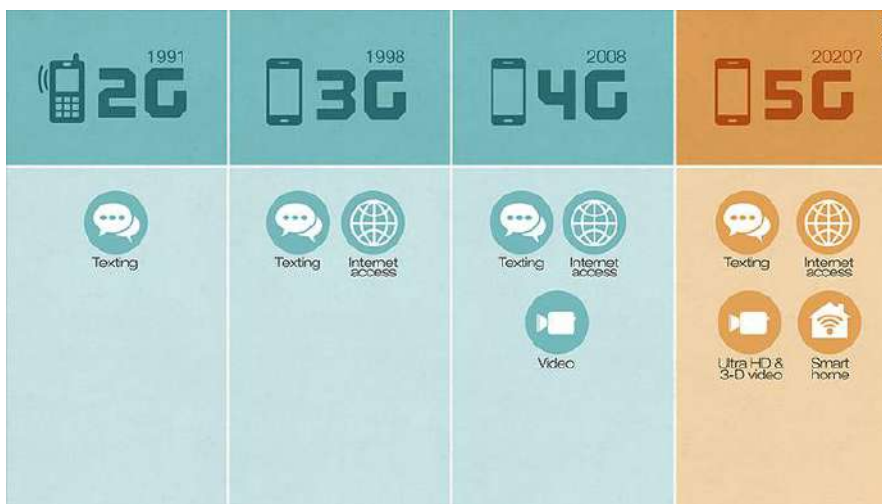
This would open opportunities for advanced robotics, smart factories, Automated assembly lines, drones, autonomous machines, Industrial IoT, Blockchain enabled supply chain, 3D printing and remotely controlled simulations/operations enabled with virtual and augmented reality. This road map would not only portray your commitment towards technology but also help create a buy-in amongst stakeholders.

2. Redefine strategies for Compute, Storage and Network with a view to have a phase wise upgrade and integration of legacy systems and new networks.
3. Enable cross functional collaboration – It is highly recommended to have a cross functional team formed to work on Industry 4.0 initiatives.

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2. Explore new solutions and use cases – Time to co-create with OEMs, Vendors and partners

1. Explore use of fixed wireless access (FWA) of 5G with WIFI 6 (IEEE 802.11ax). By end of 2020, 5G connectivity for enterprise would be available in fixed wireless form. It is recommended to have a combination of 5G up to the campus perimeter and WIFI 6 within the campus. This approach would help save on cost as well as help extend the coverage to entire campus.
2. Industrial IoT/Machine to Machine Communication: IIoT enables Smart supply chain management and manufacturing, processing and analysing gigabytes of sensor data in real-time. Legacy Machine to Machine (M2M) solutions relies on point to point communications using embedded hardware modules or cellular network or wired networks while Industrial IoT solutions rely on IP based networks to interface data to middleware platform or a cloud. Combination of IIoT, M2M solutions and 5G has the potential to optimize the cost of real time analysis. 5G is pivotal enabling factor for managing insights in real time, optimize cost and enhanced efficiency.
3. Edge Compute: 5G transforms the performance of mobile and remote devices. Remote systems such as location tracking apps, gesture recognition, industrial automation and voice assistants will use 5G to transfer a huge amount of data.
4. Virtual Reality (VR), Augmented Reality (AR) & Mixed Reality (MR): Due to near zero latency, higher data rates and always availability, 5G will fuel the adoption of VR, MR and AR applications. VR/MR/AR would be used in training, maintenance, operations and planning activities i.e. an augmented reality app would give a worker the schematics and information they need to work on a part without referring to a job card or a manual. VR/MR/AR would have multiple use cases in retail, travel, gaming, education, tele medicine, manufacturing and tactile defence domains.
5. Streaming data and analytics: Latency plays a spoils sport in streaming data and analytics related applications. i.e. delay in movement of robotic arm due to latency may risk entire operation. Current methods of connectivity still face major challenges and impacts the customer experience. With rise of 5G, current challenges would get resolved. New use cases like face recognition, object identification, scanning of barcodes, real time remote supervision would be popular. A 5G-enabled tele-operation solution could transform the construction industry and many others, increasing site safety and reducing risk and idle time.



Mobile page speed analysis

6. Artificial intelligence (AI) and natural language processing (NLP): Convergence of AI, NLP and Chat bots would fuel growth of new use cases and applications i.e. Chat bots. Chat bots would be widely used for various automation i.e. (a) fill orders over the phone or via mobile apps (b) Act as personal digital assistants that help your employees do basic tasks such as reserving conference rooms, registering mileage, recording expenses, etc. (c) Provide automated support responses to customer inquiries, Integrate with your mobile apps, business systems, and enterprise authentication/security measures.

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3. Plan for deployment – Get existing infra ready for 5G

1. Majority of deployments are starting by end of 2019 and start of 2020. Hence, there is a limited opportunity window to start the action.
2. You can design and fill up a playbook for your enterprise which would cover 5G deployment from pilot to business case to execution.
3. You can conduct pilot trials for WIFI 6 networks in your enterprise.
4. Unlike enterprise wide MPLS/SDWAN networks today, your house, private 5G infrastructure would become an important component by 2024. Private 5G network would provide better privacy, enhanced encryption and security, cross border regulatory compliance and network performance. Private 5G deployments would boost the next wave of business transformation.

4. Reskilling – Reskill existing manpower to take on new technologies on the horizon

1. 5G ready engineers will need to broaden their technical knowledge and gain a detailed understanding of new technologies such as; LTE, 5G fundamentals, SON, C-RAN, Heterogeneous Network, Cloud Computing, Raspberry Pi, Node.js, Python, Tensorflow, Mobile Edge Computing, Cyber Security, Massive MIMO, NFV, SDN, Network Slicing, Mesh Networks, Development of GPS based applications, Industry 4.0 & advanced IoT solutions.
2. Analyzing the skill gap at employee level and kicking off an enterprise wide skill enhancement program covering all employees. Thus gearing up the workforce with the reskilling program would help you to reap the benefits of 5G and convergence of new technologies in your environment.



Conclusion:

As 5G and its applications evolve, there will be significant technology adoption in all domains of enterprise. These domains involve huge and complex workloads, making 5G a key disruptor technology. Now we are a couple of quarters away from when 5G will become mainstream network technology, but such a time isn't as far as it seems. Having a strategy on adoption of 5G in enterprise would enrich capacity, functionality and agility. It is recommended to have a customized strategy for adoption of 5G in your enterprise.

This article is written for education purpose only. The use cases or brand referred may not be the best use case or only brand available in respective domain. Do share this article with your friends and industry peers. Let's connect & collaborate. I am available on LinkedIn & Twitter.

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About the Author - Chintan Oza

By profession, Chintan Oza is a Telecom Program Manager while by passion he is a technology program management evangelist. Through his career span of 20+ years he has worked on various projects / programs in Government, Defence and Private sectors spanning multi-million, multi-technology, multi-geography and multi-cultural teams with Reliance & Tata Group. His major career milestones include program managing one of the world's fastest GSM network rollout in a single geography & partnering with India's first Smart City Project as an ICT partner. At present, Chintan works with Lloyds Ventures as an Advisor for Blockchain & 5G.

Recently Chintan got recognized as one of the top 50 Global Thought Leaders and Influencers for Blockchain. He ranked 44th in the list.

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"As CEO, I try to set an example for everyone else in the company. That's why you never hear me complaining about the size of my paycheck!"

••••

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"Before we begin our Time Management Seminar, did everyone get one of these 36-hour wrist watches?"

G: How has been your skill development journey so far?

J: Mostly technical in the beginning, then domain skills which lead me to business and strategy and lately some leadership skills.

G: What is the challenge you are facing now?

J: I have managed projects for decades, but, present day dynamics of business is not easy to comprehend.

G: You need to leverage systems, processes and integrate communication at all levels to give you the information you need to be agile. Be open to gather any missing information. Focus on the outcome and be flexible in your behaviour.

J: What is this fuss about Disciplined agile project management?

G: Discipline is basic personality trait for success. All religions, institutions, organizations, families expect discipline. It provides the basic framework for consistent performance that business needs.

J: What is Agile?

G: Agility is the attitude of mindfulness. Not being with the present dynamics of businesses is what keeps you working on what was needed yesterday or what will be useless in the future. Agile keeps the enterprise teams, business teams, project delivery teams and operations in sync with the customer and dynamic external environment.

J: How much can one keep running with the external environment. We do not get any younger as we add on years to our experience.

G: Today's 50's is like 30's of yester years. You need a fit hardware and an updated software to keep pace.

J: What hardware and software are you talking about?

G: It's your body and mind.

J: Of course, the computer and software is the property of the company I work for.

G: Hardware is age and become scrap over time. Software becomes vulnerable and gets retired when it is difficult to maintain.

J: So, how do I keep up my hardware and software up-to-date?

G: Return on Investment is an important metric and age is just a number. Software maturity is valuable. Hardware and software compatibility and reliability is more important than just new age hardware and software labels.

J: How do I generate more ROI?

G: Develop your skills from within and keep your body fitter even as you age.

J: How to become fitter with age?

G: Less clutter in the mind keeps you focussed. As you master the mind, you become sharper. As you become fitter from within, you are also seen as fitter from the outside.

J: What do you mean by within?

G: Leadership depends on the quality of your mind. The quality of your mind determines how you acquire other business, strategic and technical skills.

J: What more can I specifically do with my body and mind?

G: Your body gives you the energy for actions. Your mind shapes your attitude which in turn affects the quality of your behaviour and actions.

J: Yes, attitude is important I know.

G: "Your Attitude determines your altitude in life" is a quote you must have heard before.

J: Yes, I have. From where does attitude come?

G: Attitude is shaped by your values and beliefs which in turn are shaped by who you think you are.

J: Who do you think, I think I am?

G: I can't answer for you, but I know we are called human beings. Humans are so special.

J: Special in what way?



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G: Humans shape their lives. They have more choices than any other living beings. Their life is program management of sorts, portfolio of projects and projects deliver the program objectives.

J: Yes, in a way we work on several things in a day. So, what?

G: You learn things that you need to, adapt to fit in, learn from your setbacks.

J: Yes, we do learn in life

G: With the learning, internally you build a repository to guide you in your programs of your life.

J: Yes, somethings I can decide and do much faster than before.

G: Yet, there are times, you may feel stuck or limited.

J: That is what I have been trying to tell you.

G: Flexibility in behaviour gives you the agility you need in life. It comes from overcoming your limiting beliefs.

J: Looks like there is a lot more for me to learn. I think I will attend the conference.

G: Yes, there is a lot to learn for everyone.

J: Where can I learn about the intricacies of the mind?

G: You can learn practical psychological techniques to shape your mind thereby improving communication with yourself and others.

J: How can I improve from within?

G: I have found Neuro Linguistic Programming or NLP to be a useful.

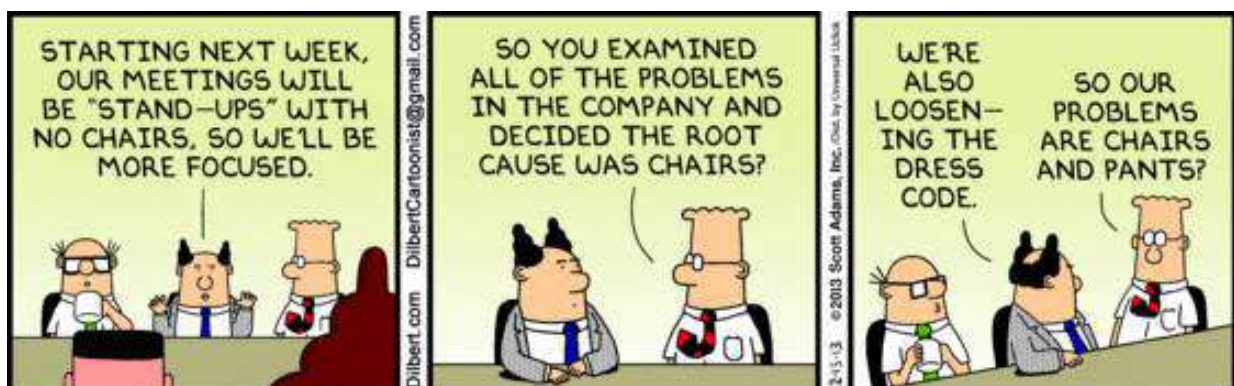
J: Oh... Hmmm.



About The Author : Rakesh Gupta

Rakesh is a Certified Project Management Professional (PMP, USA), Certified NLP Trainer from NFNLP (National Federation of NLP, Florida, USA), and an electronics engineer. He has decades of experience in manufacturing, services, IT and other business roles. He has been a member of PMI since 2003. He has volunteered for the chapter for over 10 years including 7 years on PMI Mumbai chapter board and President in 2011-2013. Rakesh is now a Solutions Architect working with people to achieve personal and organisational growth. The work is focussed at the 3 core levels moving towards Growth, Progress and Success. You can find his articles and books at learnandexcel.com.

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“Visibility” of Projects/Programs in Public Sector - Dr. Oscar Leo D'souza

Introduction

The good practice elaborated in this paper provides an insight into one path of managing delayed deliveries in large programs. While Project/Program Management Principles hold us in good stead when all stakeholders – at the SI as well as at the Customer – responsibly complete their tasks, it is a challenge in many Very Large SI Programs, especially in Public Sector Units, to maintain continuity of Customer Stakeholders and hence accountability of deliverables that should ideally have concluded as in the mutually accepted Project Plan and within the accepted schedule.

This paper provides a case of a Live Program that has been successfully brought to culmination, applying an Expectation Management technique, even though the Program was initially in a fairly troubled state.

Abbreviations

Abbreviation	Expansion
PSU	Public Sector Unit
SDLC	Systems Development Life Cycle
SI	System Integration
UAT	User Acceptance Test

Problem Faced

The SI teams did everything right, followed every rule in the Project/Program Management Book, provided regular Status Updates at all levels – End Users to Steering Committees! Yet the Customer refused to acknowledge work done – after nearly 7 years! This is the story of a Program in a Public-Sector Unit, where the culture is almost diametrically opposite to that of a privately-run corporate.

Investigation by the SI Team revealed that the root cause of the malady was that Core Project Team members at the Customer end kept changing regularly and the handover to the incoming member, of work done on the Program, happened to be an afterthought rather than the norm, after having done the handover of their regular operational duties. Even though this was highlighted in multiple forums, the ground reality was – many deliverables lay in UAT for in excess of two to three years with no Key User providing a closure to move Completed Code into Production.

What was the way out? The answer perhaps lay in having to 'Extend the Project/Program Management Principles' themselves to address the predicament. That is, 'Involve the Highest Accountable Customer Stakeholder in the Regular Progress of the Program', in addition to sharing status reports and update mails.

However, this was easier said than done! How was this possible to be achieved? This had to be done with as high a personage as the GM-IT, who also doubled up as the GM-Accounts of this nation-wide organization, and so was literally swamped with work and decision-making at every turn!



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Solution Approach/ Remedial Action

So, began ... Project "Visibility"!

As a newly introduced Engagement Director, I was able to approach the GM-IT personally on an almost daily basis to provide strategic delivery updates to her and I saw the glow of satisfaction at every update. After a month of this sustained update, it begged the question from her as to how be it that the information did not reach her other than through me? I explained that regular updates were sent, even keeping her in the 'To' field of the e-mails, but perhaps this got lost in the hundreds of mails received by her. She then asked to be able to get the updates on a daily basis without having to search through mails and sift through reams of data.

I suggested that she speak to the various SI Team Leads involved, to get first-hand information for a half hour on a daily basis, on a rota, targeting each Team once a week. This idea appealed to her and thus began the 'Daily Status Update' conference call that made the program more visible, and hence deliveries began to get acknowledged.

Of course, this entailed rigorous back-end activity! Collaboration between the different teams located at different locations had to be achieved in a seamless manner. I began coordinating at all levels to ensure that the tempo of progress never slackened! A proactive PMO setup ensured that all data was up-to-date and available almost as soon as it was sought by the customer. Every team member rallied to the task! Everyone to a man pushed themselves to step out of their comfort zones. The Management adroitly stepped in to smooth out whatever kinks were possible and necessary to be ironed out!

Kudos to the Delivery Teams, of both Infra and Apps, for weathering and responding to the unrelenting grilling, and 'Staying Visible and Relevant' on a daily basis during the 'Daily Status Update' conference call by the highest accountable customer stakeholder for more than a year!



Benefits

Quantitative Benefits

1. Outstanding UAT for in excess of 2 to 3 years was cleared in a few months.
2. The CMD, who earlier threatened to levy damages, in addition to the Project Cost, for apparent impact on Business, approved the extension of the program with additional revenue.
3. Above laid the foundation for realizing pending payments in excess of 20% withheld by the Customer in the past.

Qualitative Benefits

The approach also bore other rich dividends!

It dawned on the GM-IT that there was need for her corresponding teams too to reciprocate at the same speed at which the deliveries were released into UAT by the SI! She made relevant Key Users largely available to address this need. The long-pending deliveries in UAT were thus pushed by the GM-IT to be tested, approved for Go-Live and moved into Production. (Of course, being a PSU, the Users needed constant prodding to stay on track! Also, niche areas needed specialized personnel for UAT that was sometimes a challenge to manage.)

The SI Teams were regularly recognized in the highest forums for having closed these deliverables. Both the SI and

Contd. on Page 16

Customer teams were enthused to push for closure. This was in spite of a team that had whittled down from its original strength. The rejuvenated SI Team was ready to make its mark!

The remaining deliverables had an established team at either end – SI as well as Customer – fairly efficiently facilitating movement to the next stage of the SDLC.

The Management was encouraged to provide the necessary resources, due to the possibility of formal closure of such a huge program with nation-wide visibility.

After a year and a half of persistent effort, 'Acknowledged' and 'Live' deliveries rose to the point where the closure of all the Deliveries in the Program was always felt to be around the corner ... and it was ... it was signed off in just a matter of a few more weeks!

Learning/Improvements

Many times, going-by-the-book may yield results. However, the team-on-the-spot should be able to assess the relevant working style of the Customer to be able to manage their Expectations effectively. This needs out-of-the-box thinking, drawing on past experiences, to tailor a particular process to the currently extant need/circumstance/personality type.

Once the approach is decided, and the 'Planners' have done their bit, it needs active, sustained and well-timed execution by the 'Doers' i.e. all the Teams – Operational, Managerial as well as Leadership – to concertedly walk the extra mile, which can help a long way in resolving knotty problems in Project/Program Management that do not fit into the Rule Book



Applicability to Other Projects

The practices related in this paper are Project/Program and Expectation Management techniques applicable to all Projects/Programs irrespective of the technologies involved.

References

None.



About The Author : Dr. Oscar Leo D'souza

Dr. Oscar Leo D'souza has been an active volunteer for over 10 years with Mumbai Chapter and has been on PMIMC board as VP - Branches and currently serves as AVP Certification and Training. He has exposure in industries across Private sector, Public sector and Government for over 30 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.

...

Those who plan do better than those who do not plan, even though they rarely stick to their plan.” ~ Winston Churchill

“The most important thing in communication is hearing what isn't said.” ~ Peter Drucker



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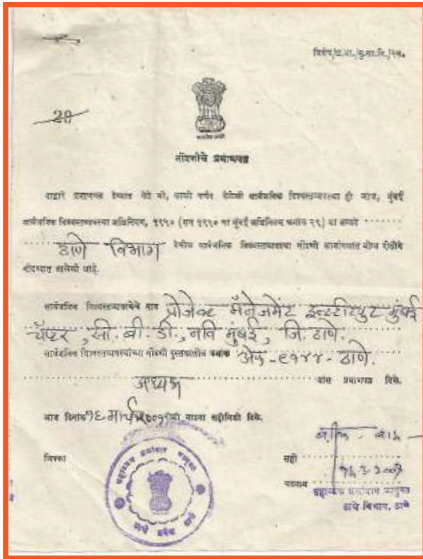


Sprints

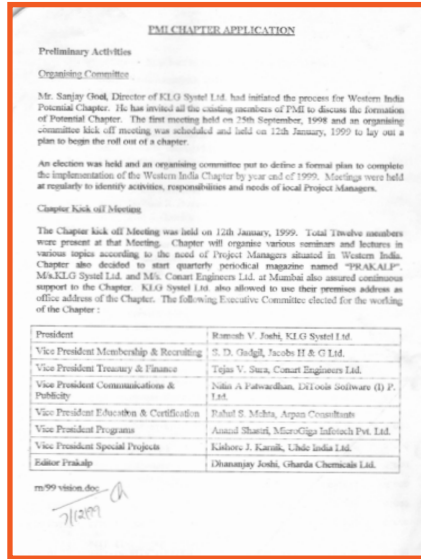
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PRAKALP - PMI Mumbai Chapter Magazine



Registration Certificate
16.03.2001



Copy of minutes dated
07.12.1999



Receipt of Registration
17.01.2001



Chapter Charter dated
07.03.2001

**DOCUMENTS,
ACCOLADES
& AWARDS
OVER THE
YEARS**



PMI Award - 2009



PMI Award - 2010



PMI Award - 2011



Charter Renewal - 2006



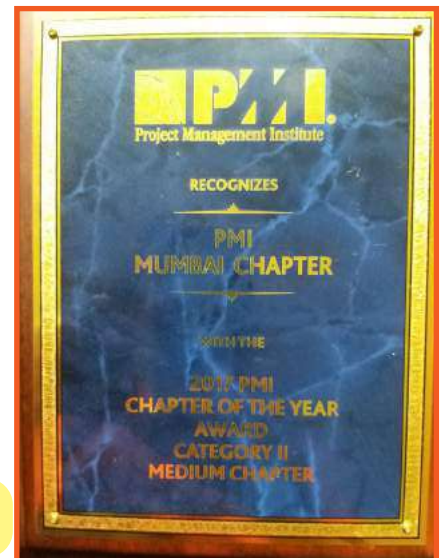
Five Year Milestone

Presidents

R.V. Joshi	1999-2000 (Western India Chapter)
R.V. Joshi	2001-2005
D.Y. Pathak	2006-2008
Tejas Sura	2008-2011
Rakesh Gupta	2011-2013
Saurabh Parikh	2013-2015
D.Y. Pathak	2015-2017
Bharat Bhagat	2017-2021



PMI Award - 2012



PMI Award - 2017

Work life balance - an option or a necessity? Heena Thadani

We read countless articles about the importance of a work-life balance. The plan can be found in a seemingly never-ending check list since each person that we speak to, gives a different set of actionable to achieve this utopian goal. Our pre-teen kids will demand that life is not limited to weekends but also includes weekdays. Our body challenges us to ensure that we catch those must-have eight hours of sleep. Our parents keep emphasizing the importance of exercise so that we don't develop a hunched posture while we work away at our keyboards. And if we are lucky, our grandparents never let us forget the importance of being outdoors to allow our bodies to absorb the mandatory sunlight and not be deficient in vitamin D.



Our attempts at implementing this check list continues to remind most of us of a shelved project which is parked until resources are prioritized. Or a crisis management activity! Of course, this is a general statement and like all generalities, we have exceptions to the rule. Over many such conversations with peers, at some point, have noticed that we tend to try to solve this mystery. And arrive at the root cause as to why DO we find this project so challenging?

One of the common threads have been work culture comparisons between India and the other countries. To share a recent interaction – a consultant was having a discussion with a project sponsor who, as usual, requested a certain set of changes. At the end of the meeting, the consultant found it apt to mention that the changes 'would take some time'. The sponsor then questioned whether these would be done in time for the sales meeting scheduled two weeks later. On clarifying, that 'some time' simply meant that the changes won't be done by tomorrow, there was indeed quite a bit of laughter. And then the statement – this is what I like about you Indians. Your concept of time is quite different than us! For the writer, this statement just proved our professional strength and personal weakness in one sentence.



Contd. on Page 21

In the recent year, having travelled to a few countries – Poland, Germany and Switzerland – and have had the opportunity to observe the difference in lifestyles. The most important factor is, the concept of non-negotiable personal goals! A mother of two kids who works three-day weeks and yet continues to hold the same importance with her manager and management. A father of three who leaves work at 5 PM sharp, five days a week, to pick up his kids from school and continues to be on two fast-track projects. An intern whose University schedule is duly considered when meeting invites are being sent out. A business field head who works out of his home office two days week. A project schedule that is planned in line with the project team's holiday schedule and not vice-versa.

Do note that am not saying that we don't have similar options. My perception is that this prioritizing of self seems to be more of a norm for others whereas an exception for us. Is it, possibly because of the fact, that our support system allows us to take such leeway? Is Work-life balancing an option for us rather than a necessity? We have the option of hiring full-time caretakers for our children. For those of us staying in extended families, there is always someone around to pick up our kids. We have universities offering executive MBA options where classes are online and limited to weekends. We have support staff – plumbers, electricians and cooks – that are available and don't cost a day's salary.

In the presence of options, we are able to make a lot of allowances in our personal life. And for most of us, until it becomes a necessity, we will continue to do so. So, isn't it time for us to take a step back and prioritize ourselves? As Goddess Laxmi presides over eight sources of wealth, we too should focus on taking care of all eight aspects of our wealth particularly good health which is the first outcome of a good work-life balance.

Author Profile



About The Author : Heena Thadani

It took Heena four schools across three continents till graduation. Thanks to her entrepreneurial family, the author now craves stability and discipline. Heena has worked a major portion of her life in the management consulting domain. After her move to technology services, the author has had the benefit of guiding senior management teams in global organizations to achieve their change management initiatives. The author can be reached at heena.thadani@gmail.com.

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“The greatest barrier to success is the fear of failure.” ~ Sven Goran Eriksson

“In poorly run projects, problems can go undetected until the project fails. It's like the drip ... drip ... drip of a leaky underground pipe. Money is being lost, but you don't see it until there is an explosion.” ~ Joy Gumz

PM Learnings - Biren Parekh

Recently, one of my LinkedIn acquaintances asked me if I had some time to speak to him on project management learning, to which I agreed, since someone was asking advice and I believe in giving back to the society.

When I was speaking to him for an hour on precautions to be taken during project management, he agreed on most of the points saying that yes, I am also facing similar issues and your advice will help me.

That's when it struck me that there are so many things which I have unconsciously inculcated in my project execution style, that it is completely undocumented anywhere. Since majority of my career is in execution of IT projects in banking software products companies, all of my knowledge is related to that.



While it is almost practically impossible to list down everything over here, I will list down a few pitfalls experienced by me.

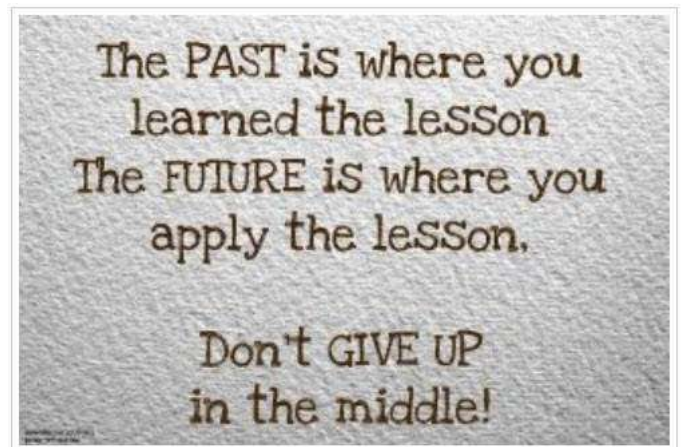
All of us know that project management is primarily a triangle of Scope, Schedule and Cost. If any of these dimensions change, it will have an impact on the other two. Hence it is very important to contain all this right from the beginning. I will categorize project failure points into few categories listed below. This all are listed using real life problems I have faced in my project management career.

1. Under estimation – Due to inexperience or lack of insights into detailed requirements, most PM does incorrect estimation at the contracting stage which starts the vicious cycle of putting fewer resources into the project or exhaust efforts too fast, resulting into unavailability of the required bandwidth at a crucial stage of project. At times, PM underestimates the integration efforts or competency-building lead time required in the initial stage of the project.

2. Lack of clarity in requirements– Scope creep and moving target is a major influencer in project failures. Due to continuously evolving requirements and failure to baseline the scope, delays become inevitable as we cross gates. One needs to define an airtight requirement gathering process before the project starts. In fact, don't even allow the project to start until you, your team, your stakeholders, and your sponsor are all on the same page. And then treat that requirements document like a binding contract till the end of the project.

3. Lack of stakeholder identification and engagement – Many PM inadvertently miss out on identifying and engaging stakeholders in the early stages of the project (like the operations team or regulatory reporting team). They get shocked when they identify these issues during the execution stage and then PM has to reinvent the wheel of understanding their requirements and its implications on cost and schedule. It is better to have discussions with project sponsors as early as possible to identify and finalize the list of stakeholders.

4. HR and team management issues – Even with the right estimation and proper project planning, PMs grossly under estimate the lead time required to recruit and/or induct team members in the project. This results in the project turning to Amber or Red right from the start of the project. Due to lack of PM's interpersonal skills, conflict arises among old and new team members to such an extent that they work towards making the project a failure instead of a success. Do not forget the budget team building activities at the start of the project as well as during the course of time to maintain bonding.



Contd. on Page 23

5. **Lack of governance** – Due to lack of assessment and measurement against planned goals in governance meetings, progress is not measured as expected and by the time one realizes it, things have gone out of the control. Sometimes governance oversight happens because of the charisma, confidence and flamboyance of the individual or due to HIPPO's (Highest Paid Person's Opinion) influence, whereby the board extends a long rope to the star to do his or her magic. Or sometimes it also fails because of lack of stakeholders' interest due to low ROI, political interference or personal benefits. This snowballs into delays and failure as we reach payment milestones.
6. **Lack of risk management** – First time PM or not so seasoned PM often overlook risks involved in the project and think that they can manage critical risks by themselves. This problem surfaces when board members question them during review meeting or crisis situations. PM need to continuously question themselves as to what can go wrong for each activity and plan mitigation.
7. **Inadequate quality focus** – Again, these problems happen due to lack of testing strategy and clear quality expectations upfront. It is better to ensure that the different kind of testing involved are documented, tools are procured and required scenarios are upfront discussed with business users and signed-off. It is better to have Testing Walk through strategy with business and right set of stakeholders.
8. **Lack of communication** – Most PM forgets to do periodic communication with stakeholders in the thick of problems. This causes major confusion among team members and stakeholders resulting in wastage of time to clear the air. One needs to have a very clear communication process set up front and should religiously follow the same.
9. **Lessons learned** – Most PM forget to ask (or refer) management for lessons learned from their past projects during the kick-off phase. Past lessons learnt can be great source of help in avoiding known pitfalls in similar working culture, environment and teams.



Please note that this is not exhaustive list as it will require a full book to be written about it (it is a nice idea that struck me while writing this article, perhaps I can implement it in the future).

Do share your recent experiences regarding project failure points.

Happy Project Management!!



About The Author : Biren Parekh

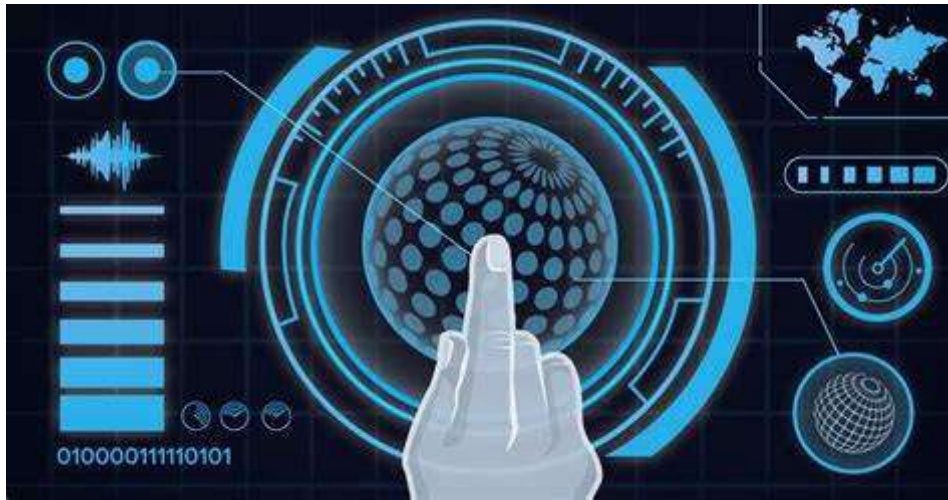
Biren is PMP, PRINCE2, CSM & ITIL certified professional working as VP & Delivery Head for Intellect Design Arena handling multi-million dollar programs. He practices Waterfall as well Agile methodology and has proven domain expertise in corporate & retail banking related products & IT systems.

Biren is thought leader & speaker at B-schools and conferences.

His personal interests includes running marathons, reading, networking, travelling and writing blogs on his website birenparekh.com.

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“If everyone is thinking alike, someone isn't thinking.” ~ General George Patton Jr.



Fiction to Fact...in Five Years Flat... - Ajit Joshi, Chander Wanchoo, Biren Parikh, Biren Parekh and Chintan Oza

Today is 31st Dec and the year 2019 is about to end. The decade is about to end, and we are geared up to welcome the next decade of 2020. Got a message on my WhatsApp couple of days ago indicating how do we write date to avoid confusion in year 2020...responded with three options a) write with apostrophe i.e. '20 or b) don't complicate as no one has edited the date when we wrote date in current year...the chance of getting the date was equally high when we wrote 2-Oct-19 or c) use digital signatures!!!



We have come a long way; I still remember the day when we transited from year 1999 to 2000. There was a big noise about the millennium bug (aka Y2K bug). People were indeed scared and concerned about the technology in use and our dependence on technology at that point of time. No major incident happened as enough preventive steps had been taken and we sailed into year 2000 smoothly.

First decade post year 2000, was an era of mobility wherein we saw rise of mobile networks. The next decade (2009-2019) was of smartphone and Cloud compute and we all got hooked to it! Today mobile penetration has reached 100% in most of the urban markets. Our mobile

is more powerful than the supercomputer for an individual compared to old computers of 1970's. Today, right from train ticket to air ticket to paying bills to paying to a local kiranawala, most of our day to day transaction get executed using the ubiquitous smartphone.

In today's world, we are surrounded by disruptive technologies: be it Artificial Intelligence or Machine Learning or Blockchain or Virtual Reality or Drone or chat bot or Robotics or 3D Printing...this is the era when the confluence of multiple technologies would take shape and more and more new use cases would evolve to our benefit. Many say that machines would rise and take over our jobs. While technology is eating away our jobs, technology is also creating new jobs. Future of work is an interesting topic and is being studied and discussed at length in universities & conferences. If decade ending in 2009 was known as decade of mobile networks and decade ending in 2019 was of mobile applications; the next decade would be known as decade of 5G, edge compute and quantum compute.

Contd. on Page 25

The solution to a problem which used to be a fiction few of years ago is being converted to reality at supersonic pace. This is thanks to technology and the entrepreneurs around. The amount of trust we have in technology today is much higher than it used to be a decade ago. This rise of technology and innovation is a direct result of uniform availability of internet infrastructure, robust hardware & on-demand compute.



Now let us have a look at the technology trends for the years to come. Top 10 technology trends which would drive disruption in 2020s are:

1. Artificial Intelligence & Machine Learning
2. Internet of Things
3. Robotic Process Automation
4. Blockchain
5. Edge Compute
6. Virtual Reality / Augmented Reality / Mixed Reality
7. Cyber security
8. 5G
9. Voice Compute / NLP
10. 3D Printing

These trends would lead us to the confluence of technology and new / improved use cases such as:

1. Nextgen commute i.e. Autonomous cars, drone taxi, Hyperloop
2. Supply of life saving drugs in remote areas using drones
3. Blockchain enabled electronic health records
4. Smart Speakers in homes and enterprise
5. Smart homes
6. Next level entertainment and sports enabled by Virtual Reality
7. Streaming platforms providing 4K & 8K video
8. Auto mitigation of Cyber Attack using Deception technologies
9. 3D printing in healthcare
10. Digital Transformation in Enterprise
11. Edge Compute in Smart Cities
12. 5G enabled autonomous factories

Contd. on Page 26

Still there are few challenges (including but not limited to) we need to focus and put more efforts upon:

1. Clean potable water & air
2. Food for all
3. Containing wildfires
4. Global Warming
5. Reduction of fossil fuel
6. Efficient recycling waste and e-waste
7. Ethics in Technology
8. Ocean Clean up
9. Fake news
10. Prevention of Soil erosion



However, we are progressing in the right direction and here are few use cases which renews our confidence that with use of technology we can overcome any challenge:

1. An AI enabled device to detect 90% of diseases in flat 10 minutes
2. Lab grown meat to overcome food shortage
3. 3D printed organs & medicines
4. Invention of biodegradable plastic
5. Space tourism
6. Smart Fertilizers and precision agriculture
7. Super microbes eating oil spills in the ocean
8. Human Augmentation and Hibernation
9. Smart IoT sensors to ensure right quality of clean air in smart cities
10. Time travel
11. Gene editing i.e. CRISPER
12. Inter plenary communication network
13. Holographic Telepresence
14. 3D Printers in Space to build space colonies
15. Blockchain enabled Crypto Currencies
16. Human Head transplant using AI, ML & Robotics

Contd. on Page 27

Conclusion:

Steve jobs rightly said, “Technology is nothing. What's important is that you have a faith in people, that they are basically good and smart, and if you give them tools, they will do wonderful things with them.”

The technology that seemed distant is coming to our life at a faster pace solving our problems and making our life more comfortable. Indeed, we are in an era where fiction is becoming fact. Let us embrace the benefits and continue to learn-unlearn and relearn to progress with new technologies and new trends.

Co-authored by: Ajit Joshi, Chander Wanchoo, Biren Parikh, Biren Parekh and Chintan Oza

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“In NASA, we never punish error. We only punish the concealment of error.” ~ Al Siepert



“
HOW DOES A PROJECT GET TO BE A YEAR LATE?
ONE DAY AT A TIME.
FREDERICK BROOKS

Evolution of PMI Mumbai Chapter	
Date/Period	Description of significant initiatives, milestones, goals, achievements, Awards etc.
September 25, 1998	❖ First ever meeting of some PMI Members and others interested in PM and PMI, at M/S. KLG Systel Ltd., Navi Mumbai, to explore formation and running of PMI Chapter in Mumbai
January 16, 1999	<ul style="list-style-type: none"> ❖ Kick-off Meeting attended by 12 enthusiasts with commitment to start PMI Chapter in Mumbai. ❖ During the meeting election was conducted and a Committee to spearhead the effort was formed. ❖ Members were assigned functional responsibilities such as Finance, Programs, Education, Communications, Membership. ❖ The Committee decided to launch activities like conducting of lectures, publishing of a journal etc. ❖ As required by PMI, KLG Systel Ltd. assured support to the Chapter and made available their office facilities for use. M/S. Conart Engineers Ltd. also indicated support to the effort.
Years 1999 - 2001	<ul style="list-style-type: none"> ❖ During the period, intensive efforts were made to increase PMI Membership from about four to minimum 25, required for obtaining accreditation from PMI. For involvement of professionals from various domain areas and impressing on them the high value of PMI Membership, various activities as given below were initiated: <ul style="list-style-type: none"> • Marketing – Introducing PMI to leading organizations and explaining to them numerous benefits to their employees and themselves • Inviting their employees to participate in Chapter activities • Monthly Meetings under the name PM Open Forum on various PM aspects. • Conducting one-day Seminars on specific Knowledge Areas and Domains • Circulation of a Chapter journal named “Prakalp” • Conducting PMP Certification Examination Preparatory Course • All the Chapter activities were well supported by functions such as Finance, Communications, publicity, etc. ❖ Simultaneously, applications were made to (i) get the Chapter registered with Registrar of Societies under Societies Act, and (ii) to PMI for accreditation. The process involved selection and changing of Chapter names from Western India Potential Chapter to Western India Temporary Chapter, to Western India Working Chapter and finally to Western India Chapter. This involved a lot of repetitious clearances leading to loss of time.
May 16, 2001	❖ Finally, with the meeting of membership (46 Members) and other requirements of PMI, along with those of the office of the Registrar of Societies, the PMI Mumbai Chapter received accreditation from PMI . This was announced in person by Ms. Jessy Magerl, PMI Board Secretary-Treasurer during a one-day Seminar on “Applications of Project Management Knowledge and Techniques” at the ‘CII Naoroji Godrej Center of Excellence’ at Vikhroli.
Years 2001-2005	<ul style="list-style-type: none"> ❖ During this period, consolidation of the Chapter activities along with building up of funds for supporting and growing the Chapter were vigorously implemented. ❖ The Membership of the Chapter increased from 46 to 275 ❖ Several one-day Seminars on PM, Certification Examinations based on use of pen and pencil, PMP Certification Examination Preparatory Courses, PM Forums, Corporate Courses, joint sessions and seminars with Institution of Engineers, CSI etc. were conducted. ❖ The Chapter office witnessed a change of location, from far-away Belapur to Wadala providing easier access to most of the members and others. ❖ The Chapter moved away from a shoe-string budget, and now, could support a small rented table-space office (in the office and courtesy of M/s. Conart Engineers). The Chapter

	<p>also employed an office-assistant providing some relief to Volunteer Leaders carrying out correspondence, accounts, documentation, programs etc. that enabled them to focus on the core activities of the Chapter.</p> <ul style="list-style-type: none"> ❖ The Chapter received recognition from PMI for achieving “Five year Milestone”
Years 2005-2010	<ul style="list-style-type: none"> ❖ The continuing efforts paid off and got reflected in the (i) Membership count (275 in March 2005 to 876 in March 2010), and (ii) Chapter reserves growing significantly. ❖ The Chapter activities, matured by then, have been on ascend and multiplied with time. For example, the PM Forums were conducted at about four locations in addition to NGO Training, Webinars etc. ❖ As a part of expansion of activities, the Chapter launched two Branches – one in Ahmedabad and the other, a ‘Students Branch’, in a Mumbai suburb ❖ The Chapter thus became the first Chapter in the Region to have an ongoing Students Branch Activity. ❖ To meet its increasing needs, the Chapter purchased space for its office in a Mumbai suburb, and after renovation, started functioning from its own fully equipped new modern office. ❖ The Chapter was recognized as ‘PMI Component of the Year Chapter Category II’ in the Year 2009 ❖ The First PMI National Conference in Mumbai was supported by the Chapter when a Chapter Volunteer, steering the effort, received “PMI Volunteer Leader of the Year” Award ❖ During the period, the Chapter was also recognized as “PMI Component of the Year Chapter Category II” 2010, and ❖ The Chapter President received “PMI Recognition of the Excellence Award for Leadership 2010”
Year 2010-2015	<p>The Chapter continued its winning streak, and further achieved:</p> <ul style="list-style-type: none"> ❖ PMI “Recognition of Excellence for Community of the Year Chapter Category III” Award 2011 ❖ PMI “Recognition of Excellence Award for ‘Membership Services” 2012 ❖ The Membership during the period increased from 876 to 1231. ❖ During the period, the Chapter witnessed increasing interest and involvement of Board Members in the events by local as well as Regional Chapters, National Conferences and Leadership Institute Meetings(LIM). ❖ In collaboration with PMI local Chapters, PMI India and PMI AP, the Chapter conducted various activities like joint conferences, reduction in membership fee to \$65 etc. ❖ The Chapter increased associations with other professional organizations like CSI, BMA and Rotary Club as well as tie-ups with academia. ❖ Annual 2-Day PM Conclave events with multiple tracks, on current and likely near-future topics of interest, were conducted during the period
Years 2015-2020	<ul style="list-style-type: none"> ❖ In the Year 2016, the Chapter supported National Conference, second time, after the one in the Year 2009 ❖ In the Year 2019, the Chapter conducted its 10th Annual 2-Day PM Conclave event. ❖ The Chapter won PMI “2017 PMI Chapter of the Year Award, Category II Medium Chapter” ❖ As of now, the Chapter has delivered (various locations together) more than 250 4-Day PMP Certification Preparatory Courses with participants in excess of 4500; over 400 monthly PM Forums(free to Members), and several other programs including preparatory courses for PgMP and Agile certifications. ❖ Two Chapter Members successfully participated and completed “PMI Leadership Institute

Master Class (LIMC)”(One more member had similarly completed it earlier)
PMIMC is proud that one of its **founder members was eventually elected as a Director to the international Board of PMI.**

- ❖ As a part of global celebration on the occasion of **50th Anniversary of PMI**, PMIMC participated in ‘**Global Celebration of Service**’ and the Members rendered ‘social service’ thru programs such as cleaning of beaches and planting of trees. As a part of celebration, PMIMC also conducted a dinner and an entertainment program for the members of the Chapter along with their families.

With the change of PMI Logo, the Chapter has changed and adopted a new Logo
Chapter supported and participated in an annual ‘Walkathon’ event conducted by Walkers Club Aarey.

Chapter received ‘**2019- Achievement in Membership Retention- Asia Pacific**’ Award
The **Gujarat Branch** has been growing over the years, catalyzed and supported by Mumbai Chapter; and, is now poised to get recognized as **an independent Chapter of PMI** i. e. not dependent on PMI Mumbai Chapter

Contributions: Bharat Bhagat, DY Pathak, Rakesh Gupta, Rameshchandra Joshi



Message from R. V. Joshi, Founder-President of Mumbai Chapter

As a volunteer leader (Founder/First President), continuously associated with the Chapter since inception, it is indeed gratifying to see that over the years, PMI Mumbai Chapter has evolved in to a performing and dynamic Chapter! The Chapter has delivered tremendous value to their members and profession, and is now set to serve the Membership and other PM professionals to make them future ready!

The Chapter, has excelled in regularly delivering several certification training programs, monthly forums at multiple locations, two-day PM Conclaves etc. and also runs a publication called Prakalp. The Chapter also deposes its Committee Members to local and international events to facilitate exchange of new ideas and practices.

Over the years, the Chapter had its peaks and troughs and the Chapter Management navigated the ship skillfully, with resilience, and continued to perform and deliver value to stakeholders. Consequently the Chapter has been able to renew PMI Charter every year, without any break.

The Chapter also had its purple patches, winning several PMI awards and accolades! The Chapter is proud that one of its members has risen to become a Director occupying a seat on PMI Board!

The Chapter is being managed democratically with the members electing candidates for the Managing Committee led by the elected President. The Committees over the period, have been adhering to the Chapter Bye-laws, and have set high standard of ethical practices!

The organization is being run by volunteers underlining the contributions voluntary organizations can make to the society. Believe that many of our younger members should plan and opt to contribute to such voluntary organizations, now and especially in their second innings! This can be very valuable and important national resource!

In this respect, and the value addition effected to the stakeholders over the period, the performance of the Chapter as presented in the enclosed summary titled “Evolution of PMI Mumbai Chapter”, has been outstanding! Let us appreciate and salute all those volunteers who have found some time and made efforts to contribute at personal costs.

Lastly, believe that reading of this narrative will inspire some professionals to join voluntary organizations like PMI Mumbai Chapter and start contributing to members, profession and the society in general!

Artificial Intelligence: Boon or Bane for Technical Writers

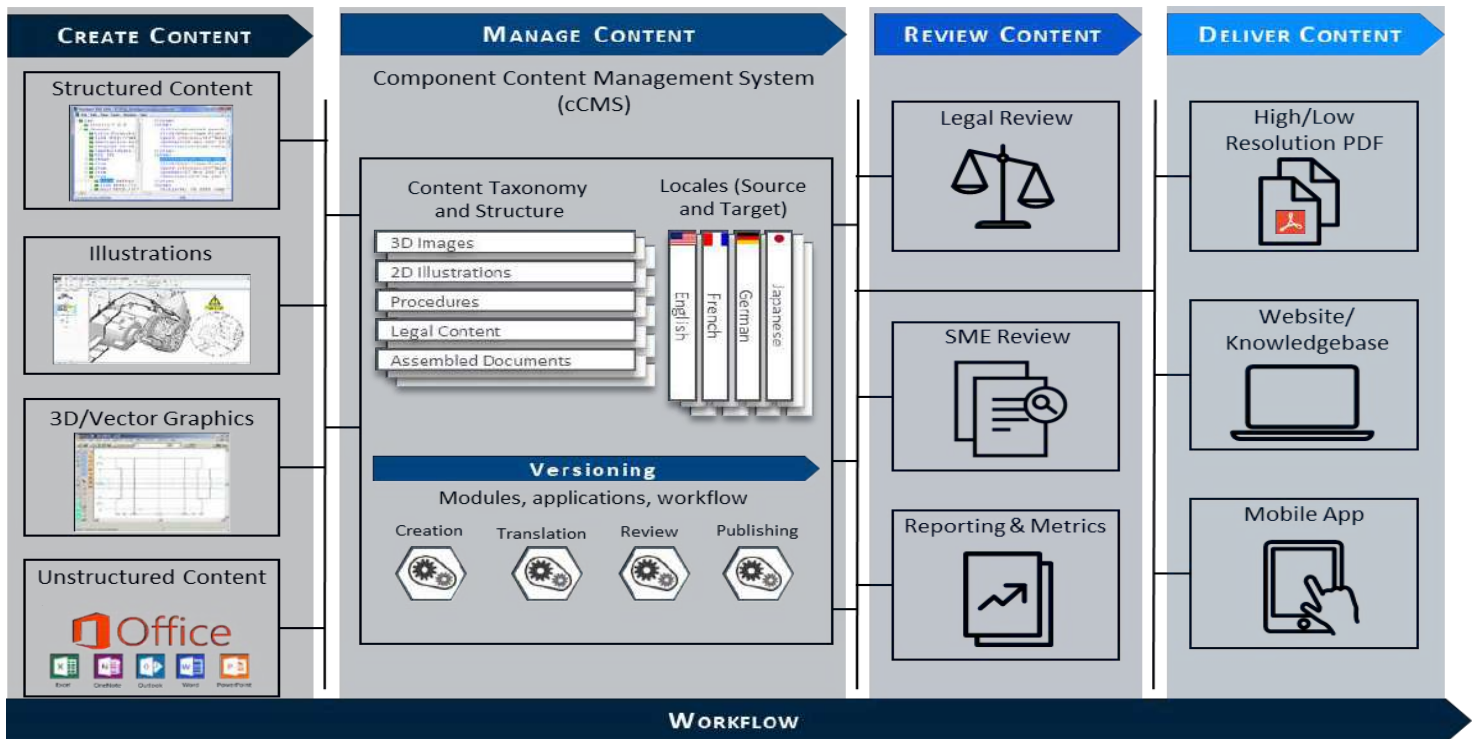
Technical Writing is no longer an unknown profession by now. The growing demand of technical writers and non-availability of competent workforce of writers when in need, are major indicators of the situation. In such situations, a typical question always pops up - Can Artificial Intelligence bring revolution in technical writing? Will AI replace the technical writers?

Trends in Technical Publications -

Changing trends from paper based publications to digital publications signifies the role of technical writer with many additional technological skillsets, which were normally not expected all these years.

Technical writing skill set requirements cut across all the industries/ businesses/ domains like medical, engineering, aeronautical, construction, software, chemical, Oil & Gas, pharmaceutical, forestry etc. All of them essentially require writers to prepare various technical publications like service/operation manuals or leaflets or catalogues or e-learning (LMS) or label scripting for medicines, web-pages etc. for communicating to end users or consumers.

A typical publication follows its lifecycle as below –



Maintaining accuracy and consistency of the contents throughout the publication have been always time-consuming tasks for writers. Understanding stringent standards of each industry is another challenge for these technical writers. This calls for a focused contents development strategy right from product development stage to its publication stage.

Content Strategy -

Gartner research reveals that most of the companies have less than 10% budgets for content strategy and in many companies, it is non-existent.

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One of the surveys for technical publications in 2017, shows that ONLY 19% of publications had consistent and high accuracy contents, whereas 41% of surveyed publications had highly inconsistent and low-quality contents.



Moreover, popular Search engines penalize the websites having inconsistency and inaccurate information .

Why Artificial Intelligence ?

This challenge can be overcome by bringing an AI in technical writing. Prompting of appropriate grammatically correct and/or repetitive words helps the writer to maintain accuracy and consistency in the information/publication. Many intelligent tools, introduced in technical publications, not only support writers while preparing the document but also track no of errors. This also helps writers to understand their improvement area. Increasing demand for creating chatbots for user based portals is an indication of positive improvement in digital publishing.

Question remains – Will AI replace the technical writers? Will writers lose jobs? I personally opine that writers need not worry on that front. AI is supportive and user friendly for facilitating better and accurate publications. Each publication is unique in its content, purpose, creativity of artworks, visuals and understanding of the subject matter. All these factors need to be synchronized to create an accomplished document which straightway connects the end user. This synchronization is manageable by HUMAN brains. AI will help to have a better sync but cannot replace as of now.

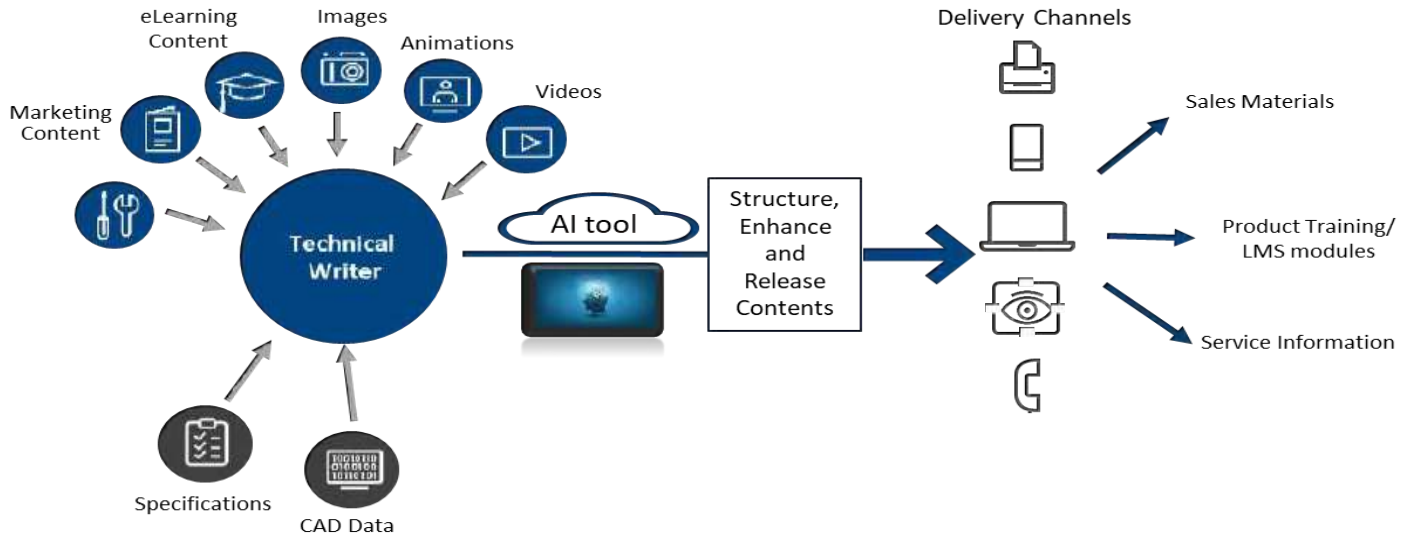
Technical writers form a bridge between the businesses and their end users. AI can be a crucial facilitator for bridging and bringing effortless accuracy in their work.

Benefits of AI in tech-writing -

- Save efforts for usage of consistent words by prompting
- Save efforts for usage of words compliant to specific Industry standards
- Help writer to improve the knowledge about specific standard
- Help writer to improve overall structure of the document
- Correct the grammatical mistakes
- Improve richness of contents
- **Business Benefits** – Cost effective and Qualitative publications with improved trust by user / consumer

Contd. on Page 33

Way forward



With increased digitalization in publication industry, AI will become necessary part of technical writing to improve richness of the contents and to reduce dependency of writers to some extent. No doubt Human intelligence will be mandatorily required to gather information, understand the subject and create artifacts. At the same time, writers will be required to enhance their skills to understand and implement AI tools. Thus, AI will not replace but will always be a complementary to technical writers. Hence, an AI is a boon to technical publication industry.

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About The Author : Pramila Kulkarni

Pramila Kulkarni L&T Technology Services Ltd
Designation: Delivery Manager – Integrated Content Management
Graduation in Electrical Engineering with 22+ years of combined Industrial experience in Manufacturing, Marketing and Engineering Services Industry

“Know when to cut your losses if necessary. Don't let your desire to succeed be the enemy of good judgment. If Napoleon had left Moscow immediately, he may have returned with a salvageable army.” ~ Jerry Manas

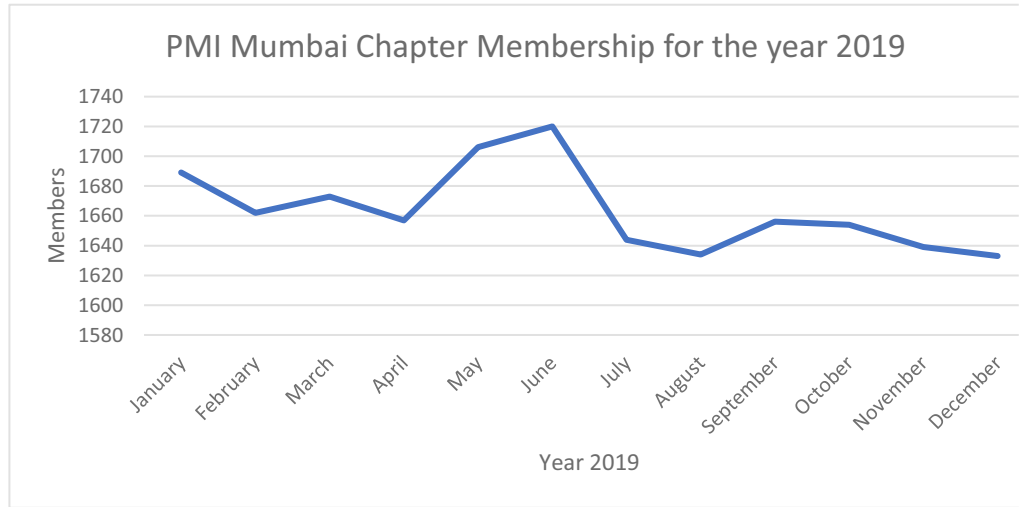
"Nothing is particularly hard if you divide it into small jobs."

- Henry Ford



Membership Statistics

Month	Members
January	1689
February	1662
March	1673
April	1657
May	1706
June	1720
July	1644
August	1634
September	1656
October	1654
November	1639
December	1633



Month and Year	Members
May-01	46
Mar-05	275
Jan-09	782
Mar-10	876
Mar-15	1231
May-18	1706
Jan-19	1689
Dec-19	1633



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5. MANAGEMENT APPROVES REQUEST.
6. CARRY OUT PROJECT UNTIL RUN OUT OF MONEY
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9. REPEAT STEPS 6 - 8 UNTIL PROJECT IS FINISHED.

3784

COST 173,452

Time scale

WE DIDN'T HAVE A STRATEGY, WE KEPT CHANGING OUR MINDS, AND WE FAILED, REPEATEDLY.

LET'S TELL MANAGEMENT WE WERE JUST BEING "AGILE!"

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Management Quotes by Drucker

- Management by objective works - If you know the objectives. Ninety percent of the time you don't.
- The productivity of work is not the responsibility of the worker but of the manager.
- The purpose of a business is to create a customer.
- Business, that's easily defined - it's other people's money.
- There is nothing so useless as doing efficiently that which should not be done at all.
- Unless commitment is made, there are only promises and hopes... but no plans.



"This isn't the triple constraint I learned."



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Solar Park visit near Ahmedabad in March 2013



6th AGM Jan 2011



Workshop with Marita Nazereth in April 2019



Workshop on Chanakya and Management



Office Bearers 2007



Sharad Harale conducting 56th Training Course - Oct 2007



How to manage difficult people



5th AGM Jan 2013



Training- cake cutting to celebrate 200th session



15th AGM on 22.11.2015



17th AGM on 17.12.2017



27 PMP CE - Aug 05

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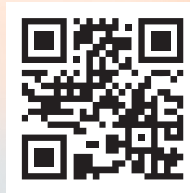
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