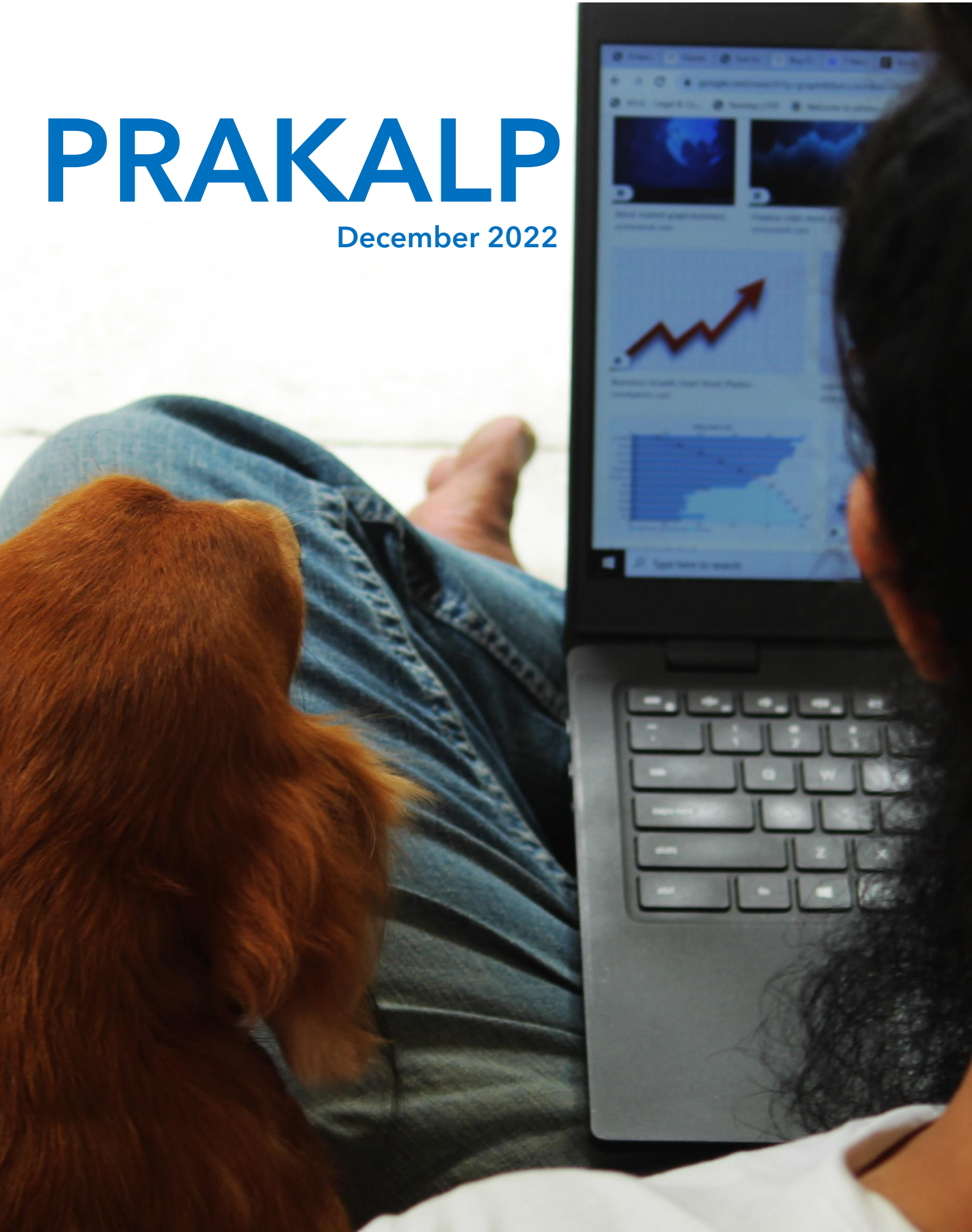


# PRAKALP

December 2022



**Vision**

**“To be recognized as the organisation 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 infrastructural facilities like library, portal & knowledge repositories.**

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**Editor** Heena Thadani  
**Art & Design** Sachin Korgaonkar  
**Photography** Martina Pinto

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## President Writes....



Dear Fellow Project Management Professionals,

If you think Hybrid is a recent phenomenon, think again. It has been around for some time. Remember, our childhood, when completing the school craft or drawing needed to be a hybrid activity? With help from your mother (or father, or elder sibling)! If your parent was more talented than your classmate's, then rest assured, you garnered more stars or more marks from your teacher.

The same logic made its way in how you answered your test papers. Wasn't it a hybrid activity to get the answers picked up from the guy in front of you? It was another matter if that guy - your savior turned out to be as much as a dud as you were. Then the hybrid effort went down the drain.

Remember the ad for a mobile company which featured Abhishek Bachchan? "What an idea Sirji!" so ran the tagline. In the ad when rural children cannot attend classroom study, the content was made available to the children at home through a WIFI connection and a mobile. Serendipitously, 'Work from Home', was kickstarted thus, I think a good ten years back. What an idea sirji.

Teachers in the good old days and even now have always resorted to hybrid and work from home. They are technically required to correct the tomes presented by their students in the classroom, and each one of them takes the work home.

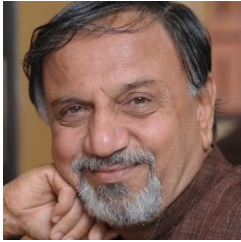
Imagine finding the word hybrid in the most unexpected setting: 'Hybrid terrorist' anyone? After some reading, I realized that it is a euphemism for home-grown terrorists.

This issue of Prakash coincides with PMI's South Asian Conference on 9th and 10th December 2022 at Nehru Centre, Worli, Mumbai. Mumbai Chapter are the proud hosts. We have a host of speakers specially curated keeping in mind the theme and audience. Shailesh Gandhi and Russell Ahmed, two distinguished speakers have contributed to this issue of Prakash as 'contributors by invitation.' One of the notable features in this issue is re-publishing a few select articles from our archives – Prakash has an archive which goes back two decades! We have re-published seven such articles from our archives – right from 2002.

I hope you will find reading this issue of Prakash invigorating, especially browsing a hard copy even as the conference is happening in front of you!

**Jacob Zachariah - President, PMI Mumbai Chapter**

## Timebound Justice is possible



### **Shailesh Gandhi (By Invitation)**

*Former Central Information Commissioner*

CJI Justice Ramana speaking at an event organized by the Karnataka Bar Council quoted former Chief Justice of the U.S. Supreme Court Warren Burger, “The notion that ordinary people want black robed judges, well-dressed lawyers in fine courtrooms as settings to resolve their disputes is incorrect. People with problems, like people with pains, want relief and they want it as quickly and inexpensively as possible.” Most Indians do not get the relief they are seeking and usually the process becomes the punishment.

The pendency of cases overwhelms the judicial system, and powerful wrongdoers can delay or expedite their cases at will.

Presently, about 30% of the cases are decided within a year and about 40% after 3 years (source: NJDG). In many countries over 70% of cases are disposed in less than a year and barely 1 to 2% take over three years. If we do not act decisively and quickly, this distortion will keep increasing. The rich, powerful and wrongdoers have a field day by getting their cases expedited or delayed as they wish. Increase in corruption and crime are a direct fall out of the sluggish judicial delivery system. The Implication of this is very unjust and hard on the poor and weak. About 65% to 70% of the people in the Indian prisons are undertrials: mostly poor citizens. This results in corruption and wrongdoing not getting punished and the ease of doing business suffering. Our purported justice system is Matsyanyaya.

This has often been ascribed to the fact that there are not adequate number of judges. The apex court in its judgments since 2002 has stated that 50 judges are required per million population. CJI Thakur said in 2017 that he needed 70000 judges to deliver satisfactory justice. Since decades, the backlog has been increasing. In most fields the quality of delivery for citizens has been slowly improving. Only in the judicial delivery system, it has seen a deterioration. We decided to try and figure out how many judges would be required to ensure that the pendency would reduce. We came across some studies which had been done by different researchers who had studied this issue with different perspectives. We decided to analyse data from the Supreme Court website (<https://main.sci.gov.in/publication>) for the twelve- year period 2006 to 2017. We assumed that the average ‘rate of disposal; of cases could be taken as a guide to calculate the number of judges required. The ‘rate of disposal’ had been taken as a practical means for estimating the requirement of judges by the Law Commission in its



245th report. Many friends in the legal fraternity are horrified by this approach, since the judicial time taken per case varies greatly. It is also true that different States have different ways of counting cases. However, we noticed in our analysis that the national figures for disposal per judge showed that the variability in the standard deviation was only 6% in the case of the Subordinate Judiciary, 8% in the High Courts and 11% in the Supreme Court. This indicates the variability is predictable with reasonable certainty when looking at the national average. The results are based on data on the Supreme Court website for a period of 12 years. Based on this, we are sharing one solution which would not require any significant change in the way the courts' function. It assumes that the average number of judicial hours will remain the same for the cases.

### 1. Reducing pendency of cases by filling sanctioned judicial positions.

Analysis shows that in the twelve-year period 2006 to 2017, the average increase in pendency was less than 3% per year whereas the average vacancy in the sanctioned judicial positions was about 21%. Any schoolboy can figure out that if the sanctioned positions had been filled the pendency would have gone down each year.

The nation does not need 70,000 judges (as claimed by former CJI Thakur), nor does it need double the present number. It only needs to add about 20% more judges. This is in line with the sanctioned strength. This analysis has been endorsed by Justice B.N.Srikrishna, Justice R.C.Chavan and 100 IIT Alumni. I am presenting the summary of the analysis for the period from 2006 to 2017 assuming an average vacancy of 5%:

	Supreme Court	High Courts	Lower Courts	Total	Average in Lacs per year
<b>Pending cases 1 January 2006</b>	34,481	35,18,803	2,56,54,251	2,92,09,541	
<b>Average Percent vacancies</b>	12%	32%	21%		
<b>Total Cases Instituted in 12 years</b>	8,90,431	2,15,57,774	21,56,37,519	23,80,85,724	198.4
<b>Total cases Disposed</b>	8,69,453	1,96,78,034	21,18,70,845	23,24,18,332	193.7
<b>Increase in pendency</b>	20,978	18,79,740	37,66,674	56,67,392	4.7

<b>Missed disposal due to vacancies</b>	71,358	80,79,201	4,30,61,257	5,12,11,816	42.7
<b>Balance Pending on 31 December 2017</b>	55,588	53,98,543	2,94,20,925	3,48,75,056	
<b>Balance Pending could have been</b>	<b>-15,770</b>	<b>-26,80,658</b>	<b>-1,36,40,332</b>	<b>-1,63,36,760</b>	

The working shows a negative balance, and each year the backlog would reduce. It would also be able to deal with some increases in the new Institution of cases. We would be happy to share the detailed analysis. If infrastructure is inadequate it would need to be augmented by only about 20%. Alternately, about 5000 courts could function in two shifts as suggested by Justice Dabholkar. This is a simple solution and can be implemented very easily. This does not assume any change in the way judges and lawyers function. It assumes that the average number of judicial hours will remain the same as at present. It only assumes that the extra judges who fill the vacancies will also dispose matters at the same rate as those who are already in the system. While the sanctioned judicial positions are about 18 judges per million the actual working strength is only 14 judges per million population. We do not require 50 judges per million.

This process of selection of judges must be started twelve months before the anticipated retirement date of a judge and the Collegium recommendations must be sent to the government three months before the vacancy occurs. There should be a similar approach for subordinate judges to ensure that the selection process is finished in advance.

The responsibility of selecting judges is largely with the judiciary itself. The responsibility of appointments in the Subordinate judiciary lies with the State Government and respective High Court. As far as the Supreme Court and High Courts they are suggested by the Supreme Court collegium.

The responsibility to ensure near zero vacancies should be taken up by the Chief Justices of the High courts and CJI. Presently nobody takes ownership, and filling judicial vacancies is not considered a matter of priority or anyone's responsibility.

### **2. Improve working by using technology**

The E-Committee of the Supreme Court has been in existence since 2005. It has made three outstanding recommendations which are not being followed:

- i. Computer algorithm to decide on case listing, case allocation and adjournments. We are suggesting that only a 5% over-ride be given to judges. All rational reasons and limits could be put on adjournments; case listing would give main weightage to First-In-First-Out; and case allocation would consider a logical criterion. This would be a big step to reduce arbitrariness and unfair advantage to the powerful.
- ii. E-filing in all courts. The Committee has made detailed SOPs on how petitions, affidavits, payment of fees can all be done electronically without lawyers or litigants having to travel to the courts or to use paper. This should be implemented in all seriousness and would also save about 3 lakh trees annually.
- iii. Virtual Hearings: Covid prompted the courts to adopt Virtual hearings. However, virtual hearings were held only in some cases and physical hearings were held in most. In pre-Covid years, the increase in pendency of cases in all courts used to be about 4.7 lakh cases a year. In 2020 alone, it increased to a whopping 51 lakhs! Presently it appears that unless hybrid virtual hearings are adopted, the backlog of cases will cross 5 crores by 2023. The dysfunctional Justice system may get perpetually overwhelmed.

This would be a great relief to litigants who must travel long distances to see the progress of their cases.

All courts must switch to Hybrid Virtual Mode immediately and start disposing cases at their normal speed. Even after the Covid crisis goes, it will be beneficial to continue hybrid Virtual courts. This would make access to justice easier for lawyers and litigants. This will reduce costs for litigants and give a fair opportunity to young lawyers from small towns. The required hardware is available in all courts. Nationalised banks switched to digital working over thirty years back. Surely it cannot be contended that after nearly three decades the legal system cannot adopt it.

#### **To summarise:**

##### **ESSENTIAL:**

1. Filling Judicial vacancies. (Increasing the number of judges by about 20%.) If infrastructure is not available, about 5000 courts could run in two shifts as recommended by Justice Dabholkar.
2. Fixing of responsibility on Chief Justices for ensuring that vacancies in judicial positions is less than 5%.

## DESIRABLE

1. E-Filing of petitions, affidavits, payment of fees – SOPs have been prepared and all equipment is available in almost all courts.
2. Algorithm based computerised listing, roster, case allocation and adjournments – only 5% override to be given to judges.
3. Hybrid Virtual hearings

These are based on various decisions of Supreme Court and recommendations of the Supreme Court’s E- Committee’s. These would require no changes in laws. A conference of High Court Chief Justices with the CJI and the government could decide this. Alternately the Apex Court could give appropriate directions to enforce the fundamental right to speedy justice. Presently the promise in the preamble of our constitution of Justice, Liberty, Equality and Fraternity are being violated in our courts each day.

The above recommendations can be implemented within two years and India’s judicial system can become amongst the ten top countries of the world. This would also dramatically improve our ‘Ease of doing Business’ ranking and make India a preferred nation for international investments apart from fulfilling the fundamental right to speedy justice of citizens. We can move from Matsyanyay to a Justice system which could be amongst the top ten in the world.





## Navigating through the economic turmoil: Hybrid Adoption



**Russell T. Ahmed**

*President, BASIS, Bangladesh*

Utilizing digital Bangladesh's potential to boost economic performance is a forward-thinking step toward achieving Sustainable Development Goals while maximizing the uptake of both soft and hard technology. Bangladesh missed three industrial revolution phases, hence the fourth one must be embraced by us considering the existing global corporate environment and learning culture. In the occurrence of a Covid-19 pandemic, while the world economic order was turmoiled by 3.3 per cent negative economic growth, Bangladesh was still able to achieve 3.45 per cent positive GDP growth, as our vision for Digital Bangladesh enabled us to respond rapidly by deploying physicians via telemedicine, educating millions of children who are enrolled in schools, extending the social safety net to help those in need, and massively rolling out the vaccination process using Surokkha platform.

Even though Covid-19 might be seen as a hindrance to optimum economic growth, it has accelerated the development of Digital Bangladesh. The circumstances enabled us to use hybrid coping mechanisms to adjust to the new normal, reflecting it in our GDP's V-Shape recovery registering 7.25 per cent growth in FY2021-22. The government of Bangladesh focused on inspiring and offering touchless services during the Covid-19 pandemic.

Due to the abrupt suspension of physical learning services from urban to rural locations, students were severely impacted. By putting up ICT facilities and educating their staff, private educational institutions, especially those in metropolitan regions attempted to offer an online learning environment to teach their pupils. Despite the increased internet connectivity, public institutions could not successfully combine all educational institutions to control learning activities under one roof in the first phase, but later those followed similar footsteps and were sort of successful in adopting the virtual mode of education.

Meanwhile, the Covid-19 vaccine management system-- Surokkha app and web-based service initiated by the government and built by the private sector came as extremely successful in vaccinating 74.6 per cent of people administering the second dose while

covering 82.1 per cent with the first dose, until today. The effort to maintain a single database and information system while providing citizen services is commendable.

Learnings like this have helped us to come up with more ground-breaking digital solutions for delivering Digital Bangladesh promises of the government and offsetting the Covid-19 consequences. For example, the home-grown local ICT sector had successfully built and delivered-- Central Biometric Verification Monitoring Platform (BTRC), Online e-TIN Registration and Re-Registration and Helpline (NBR), NBR E-payment Web Portal Enhancement (NBR), My Court-Virtual Court Room System, Container Terminal Management Information System (Chittagong Port Authority), Dhaka & Chittagong Custom House Automation, Development of e-Port Management System, Modern Food Storage Facilities Project (Food Department), Covid-19 Tele-Health Center, School of Future Management System, My Gov BD, E-Nothi, National Portal Framework, Land Development Tax Management System, Digital Land Record Management System (DLRMS), E-Hajj Management System, One Stop Service (OSS) System for BEPZA, Integrated Digital Service Delivery Platform (Rural Development and Cooperatives Division), BSEC ERP, e-Monitoring & Management System for 'Small Bridges/Culvert Construction', etc. supporting the govt. for taking its services to the doorstep of all including birth registration, life insurance, passport issuance, mobile financial services and applications for jobs overseas.

With the fast-forward hybrid adoption in Bangladesh, Hon'ble Prime Minister Sheikh Hasina recently made an audacious announcement in transforming to a Smart Bangladesh under Vision 2041. The core idea of it is to become a knowledge-based, innovation-driven, cashless, and developed economy by 2041 engaging all of its' citizens.

Notably, e-commerce niches are booming starting in 2020 because of the pandemic-caused closure of shopping malls and centers. Although the journey of e-commerce started here following the footsteps of India during the late nineties, however, at present, Bangladesh has about 3,500 active e-commerce portals. Big e-commerce platforms, like Daraz, Chaldal, Pickaboo, Ajkerdeal, Rokomari, Othoba, Shajgoj etc. are extending their reach here.

It is only feasible because of how quickly the ICT industry is growing thanks to a passionate generation of ICT professionals and individual freelancers. Around 300,000 ICT experts and 500,000 freelancers are actively involved in exporting IT-ITES services at present, which generated around US\$ 1.4 billion in FY2021-22 and helped to grow the local ICT sector holding US\$ 1.54 billion. And nearly 1.1 per cent of Bangladesh's GDP comes from the ICT industry directly according to Bangladesh Bureau of Statistics,

and it is estimated that the indirect contribution of the ICT sector with its enabling spillover effect adds up to 13 per cent yearly to the GDP. Only the rise in labor productivity and total factor productivity after 2010, when the Digital Bangladesh flag began to take off, makes this conceivable.

Developing the local market is a pertinent factor to graduating from the LDC status that we have been already recommended by the United Nations. To solidify the post-LDC era, now, it requires building a regionally connected ICT value chain, that will give Bangladesh and India, a sharp edge in the global ICT market compared to other competing countries propelled with top-notch quality human resources while remaining cost competitive—a unique and unbeatable feature that none than Bangladesh-India together can offer only. Besides, in addition to creating market opportunities, we need to exchange market expertise and project management skills between our two brotherly countries to meet global demands in the face of the fourth industrial revolution.

While speaking of globally shared responsibility to deliver, we are aware that UN SDG-9 emphasizes the importance of resilient infrastructure as well as inclusive and sustainable industrialization. By 2030, the primary areas to improve the capacity aimed at the ICT industry in Bangladesh will be scientific research and upgrading the technical skills of other sectors too. As a result, by 2025, the education system will need more than 5 times as many ICT graduates as it does now, readied with future skills. On the other side, promoting innovation in the ICT industry is required which will open up a wider window for foreign direct investment in the greenfield areas for the future growth of this sector.

Needless to mention, increasing the number of industry project management professionals with a view to expanding the cross-border value chains is crucial for boosting economic growth.



## Hybrid and beyond – The Xchange Effect



**Priya Patra**, *VP Outreach PMI Mumbai chapter*



Hybrid is the word of the year for sure! I would say, I hear this in context with everything hybrid cars, hybrid teaching, hybrid work mode, and so on.

So, I ponder to think what is Hybrid? A quick search on the bridge dictionary reveals “**A hybrid is also anything that is a mixture of two or more things**”

So essentially, we are seeking two different things, to fuse to create something unique and valuable.

Extrapolating this to human collaboration – Consider a group of individuals coming together as a team working towards a common goal. What happens when all team members hail from similar backgrounds, cultures, educational backgrounds, same strata of society, and are geographically located in the same region? They would be a highly efficient team, but would they be innovative enough?

On the other hand, when the team members are diverse – a ‘hybrid’ team, we can usher in different perspectives, and this leads to more creativity, less groupthink, and better results – **leading to the Xchange Effect.**

**Now you may ask what is the Xchange Effect?** A phenomenon where diverse connections lead to innovative solutions with a compounding effect, one diverse connection at a time!

And we have experienced the Xchange Effect! Where and how? Through our PMI Mumbai Chapter’s path-breaking initiative – the **PMI chapter Xchange.**

The PMI Chapter Xchange is about Collaboration - A virtual collaboration platform for chapter leaders and members to connect, collaborate and co-create.

Our vision is to evangelize cross-chapter collaboration and culturally encourage Diversity. At the time of writing this article, we are 23 PMI chapters, spanning across Asia, Africa, Europe, the Middle East, Latin America, and North America on this platform.



This is a platform where we have chapters from **Down-Under**, PMI New Zealand to **Top-Above** PMI Alaska chapter and all other continents and time zones in between. We meet every month to discuss, and deliberate on one topic, with thought leaders across the globe. Yes, it is one topic but the diverse views across continents make it so unique.

What does it have to do with the **Xchange Effect**?

The hybrid composition of the entire ecosystem led to innovative ideas, diverse data points which in turn brings us new diverse connections.

Existing member chapters referred their fellow chapters, volunteers brought in volunteers, Subject Matter Experts referred other Subject matter experts, and attendees of our events brought in other attendees. Coming together as a diverse hybrid community and generating a **Xchange Effect**.

**How did we make it all happen? How did we build this hybrid diverse community? What is our secret sauce?**

**Done is better than Perfect, inspect and adapt as you go!**

Done is better than perfect means that even if we might not have got the expectation that we wanted in a certain output, we are still proud that we completed season 1 and season 2 and nearing the end of season 3. Although far from perfect, we still did it with effort and precision, and that's what's important. These learnings are inputs to our framework, which will eventually lead us closer to being perfect

**Engagement is the key:**



**CHAPTER EXCHANGE** PMI Chapter Xchange Season 3 (23 way Chapter Collaboration)



In our experience engagement in terms of learning by managing the program or learnings from the Insight Xchange nuggets to webinars can overcome all challenges, time zones, language, and geographical barriers – you name it!

Tools are just levers; People make them happen

This initiative has taught us – no tools can battle time zones, and language barriers, it is all in the conviction and passion of our volunteer chapter leaders. Tools are just levers; People make it happen.

To summarize, it is about embracing differences to build collective strength. Cultural differences do not separate us, but rather the hybrids, and diversity makes us more creative and innovative and ultimately benefits the entire community, in this case, it is the project management community!

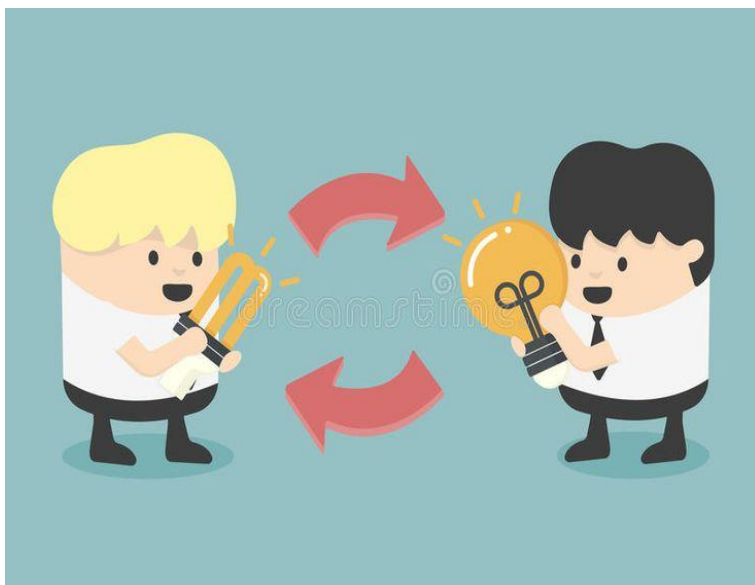
### **Are you ready to experience the Xchange Effect?**

Want to know more about PMI chapter Xchange? Visit our outreach corner here

<https://www.pmimumbaichapter.org/pmichapterxchange>

If you are a chapter leader and would wish to get involved in PMI Chapter Xchange, join our community on the Chapter Collaboration Platform here.

<https://ccp.pmi.org/#/community/view/5ef874bd7db4c80069a50e75/stream>





## Hybrid and Beyond – A Kaleidoscope

**Dr. Oscar Leo D'souza, PMP®**

*Engagement Director, HCLTech*

*Vice President, Project Management Institute, Mumbai Chapter*

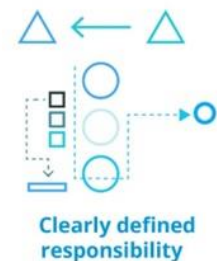
*(PhD, MMS (Finance), MMS (Operations), BE (Electronics), PGDST (C-DAC), LLB, PMP, CP-BAT, Oracle DBA, Lotus Notes, Citrix, DSJ (JFI))*

LinkedIn: <https://www.linkedin.com/in/oscard/>

**Introduction:** Hybrid project management is on the rise, especially in the post-pandemic era. It was, in fact, named the top trend in the Project Management Radar 2021. Hybrid means “having or produced by a combination of two or more distinct elements.” as explained by Merriam-Webster. So, we are essentially taking two (or more) different methodologies and combining them to create an entirely new method.

**Why Hybrid?** The intent is to help us, and our team achieve better results, reach goals faster, or minimize expenses by leveraging the strength of the chosen approaches, while also navigating around their weaknesses or potential pitfalls. Additionally, the hybrid method is a great way to dip our toes into new approaches and boost our comfort level before making any big shift.

1. Choose two methodologies
2. Identify what you like and do not like about them. Use three basic principles:
  - a. Compatibility with any industry and team of any size
  - b. Blending at the beginning of the project
  - c. Clearly defining responsibility
3. Select project elements for specific methodologies
4. Discuss with your team how you'll use each
5. Train your team and the client
6. Regularly reevaluate and adjust the hybrid strategy
7. Combine metrics and practices for progress reporting



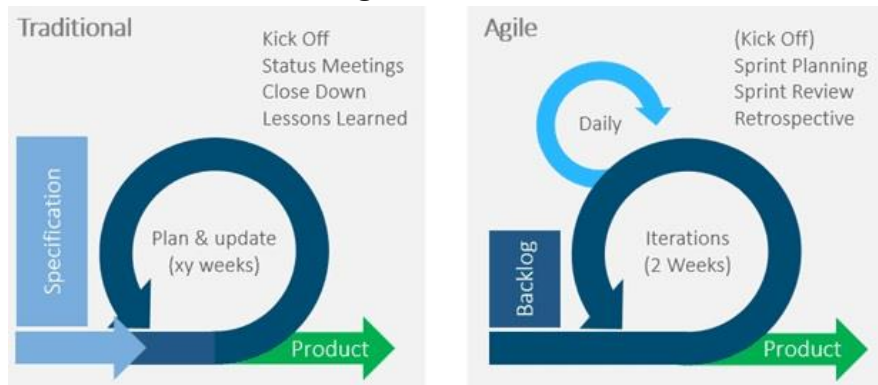
Of course, it is saddled with its own challenges. We need more in-depth planning to ensure all bases are covered. Also, getting buy-in from stakeholders is also crucial as they may be unfamiliar with the chosen hybrid methodologies and require additional support to communicate status updates to all.

**Flavour 1: *Combination of the Agile and Waterfall project management methods***

We benefit from the detailed planning of a Waterfall approach with the flexibility of an Agile one. The subject of hybrid methods was recognized at the 2019 PMI Summit in Sofia, Bulgari.

In this option,

- a. Use Waterfall for the items that have little or no room for flexibility.
- b. Use Agile for the items that have room for flexibility.



**Flavour 2: *The Hybrid Team***

Technological advancements and cost pressure due to increased globalization has pushed for a workforce that is working from multiple locations across the globe.

An Accenture survey of 9000 workers shows that 83% of employees prefer to work in a hybrid team model. Beside work flexibility, the hybrid team model offers myriad benefits, such as reduced resource costs, worldwide talent access, decreased real-estate overheads, and so on.

To make this model work, project managers must arm themselves with a judicious mix of soft and technical skills to effectively combat the new set of challenges, such as, absence of in-person communication, cultural gaps, persistent time zone differences, and more.

**Flavour 3: *Project Management aided by AI and Data Analytics***

As per Gartner, 80% of today’s Project Management tasks will be eliminated by 2030 as Artificial Intelligence takes over. Managing projects means making decisions. This process and traditional PM functions like planning, data collection, tracking, reporting will be supported by data mining and machine learning algorithms. The role of the PM will gradually evolve into one that is more strategic as opposed to the current role.

Data plays a significant role in any organization. Using analytics, organizations can combine unrelated data streams to offer deep insights into projections and watch for early warning signs of slippages in terms of budgets, costs, and timelines and take corrective action effectively.







## Be the change you want to see in the world

**Biren Parekh, PMP®, ACP, DASSM, PRINCE2, ITIL V3**

*Director CRISIL*

*Vice President, Membership, Project Management Institute, Mumbai Chapter*

*(Rich experience in managing and implementing complex digital transformational programs for banking, financial services and insurance products in top retail and corporate banks)*

*LinkedIn: <https://www.linkedin.com/in/biren-parekh/>*

A project is a synonym for change. And project managers execute the vision for a change and the mission into reality. However, there is a need to shift the parochial paradigm from managing and leading change to making and owning the change. The next-generation project manager does not just manage change but also wishes for change. They take ownership and accountability to make the change happen. Using their knowledge, resources, and determination, they push through resistance and drive the change. They may not possess all the skills needed, but they know best how to use the resources at their disposal. They connect the dots, unearth the blind spots, and influence the outcomes through cogent focus and commitment. They are determined to transform their circle of influence. They are the changemakers.

In today's fast-paced world, most project managers are engrossed in following processes and systems. They do not think out of the box. These project managers do not adopt a holistic approach to optimize the current structures and systems, thereby failing to achieve their outcomes efficiently. They are more focused on ticking all the boxes and crafting a quick go-to-market strategy.

By contrast, changemakers armed with a design thinking mindset focus not only on improving the customer experience but also on overcoming resistance from all corners. With their strong beliefs and passion, changemakers are thoughtful, compassionate, humble, and full of empathy and integrity. They not only use their skills, expertise, and authority to bring a positive change, but they also set new trends. Changemakers like Mahatma Gandhi and Dr. Martin Luther King epitomize these human qualities. The following are some key points that distinguish the roles of a project manager and a changemaker:

Project Manager	Change Maker
Manages and leads change	Owens the change and makes change happen
Focuses on goal and end-date	Focuses on goal with a long-term gaze
Control and alignment	Accommodation and adjustment
Focuses on execution and delivery	Focuses on end-user adoption and experience
Ownership and accountability of deliverables and outputs	Ownership and accountability of results and outcomes
Change resistance and control	Embrace and acceptance of change
Change-weary	Change-ready
Constraint as limitations	Constraints as opportunities
Procedural focus	Behavioural focus
Manages and leads from the top-down	Manages and leads from the bottom-up
Hands (tactical) and head (strategic)	Balance of hands, head, and heart (behavioral and emotional)
© J. Duggal 2013	

Changemakers use their collaborative nature, expertise, and authority in a way that brings positive social change and affirms the humanity of stakeholders. They have the freedom, confidence, and societal support to address any problem and drive change. Changemakers focus on lean changes at a time which can lead to a monumental transformation or new ways of working (WoW) over time. Their primary focus is on minimum viable changes, ensuring that teams stick to changes that work, and discard those that do not. They ensure that these changes happen gradually, but not out of nowhere. Changemakers weigh the cost of a change and prioritize changes that will have a good impact in a shorter time, thus implementing it in ‘thin slices’ that suit the stakeholders. They also assess how well the changes work in practice before applying that experience for future changes.

Changemakers unconsciously follow the Agile Manifesto, responding to change instead of following a plan, and harnessing it for the customer’s competitive advantage. They make the journey relatable and memorable for the people they work with. Changemakers rewire the brain to change the de facto response. The changemaker focuses on changing the culture by revamping and fixing the system. They come out of their comfort zone and move toward the learning zone, ultimately breaking into the growth zone. They are the next generation leaders; they are the ground breakers; they are the social drivers; they are the social entrepreneurs. They are reinventing WoW. They are not only the game influencer and the game player but also the gamechanger.

It is time for project managers to upskill and upgrade themselves. Think differently, change the game, and make the change.





## Are expectations from a Project Manager different vis-à-vis an Engineering Manager?

**Sandip De, PMP®**

*Deputy General Manager - Project Management*

*(BE-Mech., MBA, PRINCE2®, Gold certified Industrial Safety Engineer, LRQA – Auditor)*

LinkedIn: <https://www.linkedin.com/in/pmcsandipde/Introduction>

Nowadays to be more productive, it is particularly important to have a differentiated and focused approach to doing any work. If we are not able to have a focused approach, our boundaries of responsibility and accountability will be overlapping and virtually expand, and it may happen that we are carrying others' load on our backs and subsequently impacting our productivity.

For an Engineering Consulting company, whose bread and butter are handling client projects, it involves differentiated management for delivering the projects which can be broadly differentiated with two focus areas – managing the Project and managing the Engineering.

The Project Managers are responsible for managing the work/task and the content of the project, whereas the Engineering Managers are responsible for managing the people for delivering the deliverables. For example, an Engineering manager is responsible for overseeing the team working to determine the structural stability of the storage tank. Whereas a Project manager is assigned to the same project to ensure that the steps involved in achieving the deliverable are completed on time and within the allotted budget.

### **The differentiated Roles - Roles of Project Managers and Engineering Managers**

The Roles of Project Managers and Engineering Managers are differentiated according to how they perform their job functions, who and what they manage, and the length of the position

The Engineering Managers oversee the individual contributing engineers and are responsible for their work, but indirectly. They employ an engineer's engineering skills alongside his / her human resources skills to maximize a team's productivity. Their job is to support engineers and make sure the engineers have the resources they need to

meet their project deliverable targets. Moreover, they take the role of solution enabler based on project requirements and technical queries.

On the other hand, the Project Managers are the person in charge of executing a project (or several projects); in the case of engineers, this is often the design, commissioning and installation of equipment or systems. The position is job-oriented rather than team-oriented, so the project manager's focus is to manage the project's scope, cost, and timeline rather than the delivery team. They are often working with other engineers on a project team to execute the job and are the ones responsible for collaborating on the work and communicating important work to the team, as well as reporting project status to their management.

### **Key Differences Between the Two**

The key difference is that an Engineering Manager's job focuses on the engineers, whereas a project manager's job focuses on the work.

The Engineering Manager's job is no longer to contribute to work directly; rather, s/he maneuvers resources to ensure the engineers can focus entirely on their work.

A Project Manager is a much more technical placement, as the project manager must understand all the work going on within the project to meticulously keep it on track. Becoming a project manager often requires specific project management training.

### **The differentiated Skills – Skills of an Engineering Manager and a Project Manager**

A comparison of the engineering manager and the project manager can be broken down into the similarities and differences in skills required for each role. There are some areas of overlap and some areas where they require slightly different skills due to their roles in each project.

### **Engineering Management Skills**

Among the skills and competencies, an engineering manager ought to have, are:

1. **Vision:** At their core, engineering managers are team leaders. Vision is part of what makes a good leader: the ability to see what a client needs and what it takes to get there.
2. **Judgment:** Because of the level of responsibility of the job, engineering managers are repeatedly called upon to make judgment calls that may affect the overall functioning of the company. Attention to detail is a critical component of making good decisions.



3. **Responsibility:** Engineering managers must bear the responsibility for their team's work ethic and quality.
4. **Communication:** Engineering managers need to be able to communicate effectively to ensure that their team is on the same page as far as priorities and project requirements.
5. **Delegation:** Engineering managers, like other types of team managers, are expected to be able to delegate a job to responsible members of their team, keeping in mind aspects of the project that may apply to each role, such as budget, time, and expenses.

### Project Management Skills

Project managers require a similar skill set to that of engineering managers for the proper execution of their jobs. Among the skills that a project manager requires are:

1. **Risk Management:** Being able to predict and plan for problems that may affect a project's cost or timeliness before they surface makes for efficient project managers.
2. **Organization:** Project managers need to be organized to maintain the efficiency of a given project.
3. **Negotiation:** Resources, budgets, and even scheduling for employees all come down to the art of negotiation, which is an extension of the ability of project managers to communicate effectively.
4. **Leadership:** Project managers need to demonstrate positive leadership characteristics such as setting goals and resolving conflicts.
5. **Delegation:** Project management teams usually have designated specialists for tasks, and project managers need to know who they are and be willing to delegate relevant tasks to competent individuals.

### Conclusion

To have a differentiated-focused approach and optimize productivity, the clarity of the role is particularly important. Hence, for clarity of roles, in short, to provide a deliverable timely in-scope and cost is Project Manager's responsibility but the quality of the deliverable and meeting the deadline of time and budget (resource cost) of a project is the engineering manager's responsibility.



# Project Management in a ‘Virtual’ World

**Jamuna Rangachari, PMP (From Prakalp Archives)**

*My interest is in the future because I am going to spend the rest of my life there.  
--Charles F. Kettering*

The management and motivation of people is the “critical success factor” of a project. Hence, it is natural that frequent interactions with the team members is imperative for effective project management.

There are various theories on effective communication, team building and motivation. However, all of these assume a physical collocation or at least, frequent meetings of all the team members, which is sometimes not possible in the modern 'virtual' world.

There are many project teams where physical meetings of the project manager with his team members are infrequent and, in some cases, totally absent. This paper describes the new challenges presented by this scenario and suggests effective approaches for dealing with these challenges.

## **Introduction**

*Nothing endures but change. – Heraclitus*

Dispersed project teams are becoming more and more prevalent in today's globalized world.

Many a times, project team members rarely meet each other; the interaction is through electronic media such as ubiquitous email and electronic conferences - both audio and video.

This scenario presents a hitherto unknown challenge to the Project Manager; how to avoid communication gaps and develop synergy, team spirit and motivation among the project team members without the feasibility of direct personal interaction.

## **Communication**

*Tortoise: But we must be careful in combining sentences. For instance, you would grant that "Politicians lie" is true, wouldn't you?*

*Achilles: Who could deny it?*

*Tortoise: Good. Likewise, "Cast iron sinks" is a valid utterance, isn't it?*

*Achilles: Indubitably.*

*Tortoise: Then, putting them together, we get "Politicians lie in cast iron sinks" ...*

*-- Douglas R. Hofstadter,*

*"Godel Escher, Bach: An Eternal Golden Braid"*

Around 75-90% of a project manager's time is spent in communication.

In a virtual world, this figure could well be 85-99%. In addition to general communication management, decisions on “what (technology to use),” “how (which communication methods to use),” “when and where (to use a particular technology or method)” need to be made in this scenario.

**What: Communication Technology**

There is a wide range of choices - ranging from email to videoconferences.

When to use which - is the question, which project managers need to answer.

The factors to be considered while making a choice are:

- a) Operation costs - how much would the use of the technology cost on a regular basis? (Costs here include both money and time).
- b) Set up costs - How much would it cost to make the technology available and accessible to all project team members? (As above, costs here include both money and time).
- c) Coordination - How much does the technology aid coordinated communication thereby minimizing communication gaps.
- d) Personal touch - How much of a personal touch can be imparted through the use of the technology?

The table below shows each of the available technologies weighed against each of the above factors.

Technology	Operation Cost	Setup Cost	Coordination	Personal Touch
<b>Internet</b>				
Email	Minimum	Minimum	Minimum	Minimum
Chat Sessions	Minimum	Minimum	High	Minimum
Web Meetings	Minimum	Moderate	High	Minimum
<b>Telephone</b>				
Calls	Moderate	Minimum	Minimum	Moderate
Conference	Moderate	Moderate	High	Moderate
<b>Video</b>				
Conference	High	High	High	High

**Table 1:** Factors to be considered in choice of technology

**How: Communication Methods**

- a) **Clarity:** There must be a conscious effort to maintain clarity in each sentence. This is of course generally true for all communications, but in the virtual world more so, as many times, incomplete communication can be very misleading and immediate feedback is not possible.
- b) **Consistency:** Use a consistent style and language for routine communications. For instance, if you expect a periodic status update, fix a format for a status table so that status exchanges are streamlined. When a change to this becomes necessary (for example, if you find that more details are necessary), change the format after explaining
- c) **Avoiding information overload:** Although transparency and open information is always desirable, do not exchange all information with everyone as that can waste a lot of valuable time. Project members can waste a lot of time trying to decipher why a particular communication was passed on to them.

After a general explanation, mention what is expected of each person. For example,

Module 1: Creation of a mail receiver routine (Document Attached)		
Person	Responsibility	Scheduled Dates
JK	Estimate	By 12 Oct 2001
CR	Study ripple effect on Module A	By 15 Oct 2001
RT, SR, HP	For your information	

Do not pass all communication to all stake holders but maintain an intranet/ common information sharing areas and at the end of the week, send an activity report to everyone.

Module	Working Members	Status	Access path for documents/ project plan
A1 – Mail receiver component	AB, SJ, SP	In process On schedule	<a href="http://projects/A1/projstat/">http://projects/A1/projstat/</a>
A2** New – Security System	JR, RS, For preliminary estimates	Inception	<a href="http://newproj/A2/docs">http://newproj/A2/docs</a>

**When and Where: Judicious Use of Technology and Methods**

For a recipe to yield successful results, i.e., a dish, which is relished and enjoyed, the following are important

- The ingredients must be of good quality.
- The method must be correctly followed.
- The right proportions of the ingredients should be used.



Likewise, for effective project management

- The right technology should be made available.
- The method must be correctly followed.
- Both the above should be perfectly balanced and used.

The communication management plan should be given **\*\*high\*\*** priority in the planning process and should cover the What, How, When and Where in sufficient amount of detail.

### **The Human Element**

*Without a sense of caring, there can be no sense of community. --Anthony J. D'Angelo.  
The College Blue Book*

There is a danger of the whole project becoming too 'clinical' and 'desensitized' in the virtual world and hence there should be a conscious, continuous effort to humanize the process.

### **Etiquette**

- Acknowledge mails immediately - It is comforting for the sender to get a simple acknowledgement immediately. Along with the acknowledgement, try to indicate when you will be able to give a complete response.
- Inform early about absence periods - Make sure all concerned stakeholders are informed about your (non) availability. This will ensure that they will plan important activities taking this factor into consideration.

### **Bonding**

An effort should be made to get to know more about the team member's specific interests, families, planned holidays and so on. Using this, other than routine communications, personal mails to the team members should be sent- this shows they are remembered as people and not just X, Y, Z.

### **Achievements**

Special achievements and completion of major milestones on schedule should be acknowledged and informed to the entire team.

### **Crisis management**

This is perhaps the most complex thing to handle. Depending on the nature of the problem, one of the following actions should be taken: -

- a. Whenever the problem area is localized, i.e., primarily in one geographical location, the Project Manager should appoint a leader who has the authority to take and execute decisions.
- b. When the crisis requires action in multiple locations, there should be constant interaction and coordination through telephone calls and video conferences.

### Conclusion

*For the things we have to learn before we can do them, we learn by doing them. -- Aristotle (384 BC- 322 BC), Nichomachean Ethics*

A Project is a unique, temporary endeavor - each project scenario requires actions based on the 'best judgment' of the project manager; in other words, there are usually never right or wrong answers, but “most suitable” answers based on the experience of Project Managers. Hence, sharing experiences and laying down certain “rules of thumbs” can form better judgments.

The “virtual world” which cuts across all geographical boundaries, is now here to stay and there are many projects which need to operate in this scenario.

This article has attempted to lay down certain “rules of thumb” for “Project management in a virtual world” – and hopes to evoke more thought in this area in order to build a better knowledge base.

*This article was originally published in Prakaalp April-June 2002*



*“With your technical background, I know you’re familiar with virtual reality. We’ll teach you virtueless reality.”*

## Balance Score Card & Project Management

### R. Balaji (From Prakalp Archives)

Marketplace changes have created competitive challenges for all companies. Organizations must promote their corporate vision at all levels, providing the essential information managers need to align business units with company strategy. Performance measurement in general and the Balanced Scorecard in particular attempt to address a key management issue. Rightly a recently conducted survey indicates that “companies often fail to turn strategy into action”.

Ninety percent of those surveyed further believed that a clear, action-oriented understanding of an organization's strategy could significantly influence that organization's success. However, the same survey showed that less than sixty percent of senior managers and less than ten percent of the total company believed that they had a clear understanding of their company's strategy. In addition, less than thirty percent of senior managers who understood their company's strategy doubted its correct implementation.

These findings raise a series of key issues for major corporations that need to be addressed urgently. These can be summarized as follows:

1. A clear strategic vision communicated, effectively to the entire organization is a must.
2. When a strategic vision is in place, it must be tied to the goals and objectives of the individuals and departments concerned.
3. The plan must be broken down into objectives and initiatives that have a direct relevance to the day-to-day activities of personnel.
4. Companies fail to collect the right information to monitor progress toward their strategic goals. It requires the right data to be gathered and input to provide effective measurement of objectives.
5. If an objective is not attained, it must be clearly understood which initiatives should be created to modify the objective or change the approach. This feedback mechanism will ensure that mistakes are not repeated.

So, in short, the Balanced Scorecard is a management approach that addresses these precise issues. Its purpose: "... to translate strategy into measures that uniquely communicate your vision to the organization," as defined by Robert Kaplan and David Norton of the Harvard Business School.

In other words, the Balanced Scorecard is a business management concept that transforms both financial and nonfinancial data into a detailed roadmap that helps companies measure performance and develop and meet long-term objectives. Today, global leaders are using Balanced Scorecards to achieve growth alignment of the organization with corporate strategy and complete company turnarounds.

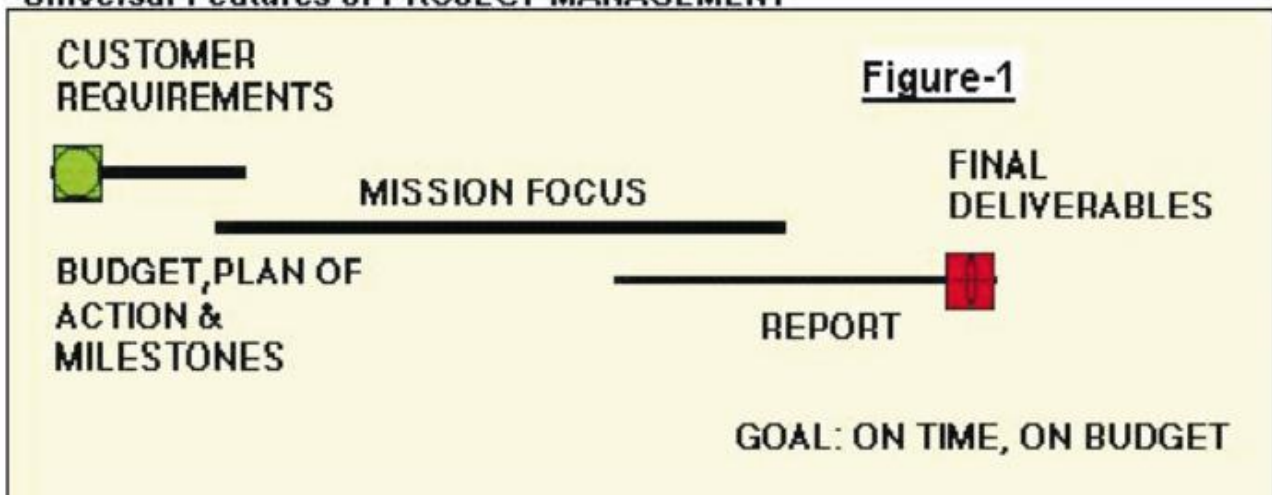
Open Ratings' Balanced Scorecard enables businesses to monitor the determinants of shareholder value, such as customer satisfaction, quality of service, response time and long-term strategic vision. Using the Balanced Scorecard application, business performance is driven from the top throughout all levels of the organization, linking employee action to corporate strategy and vision.

### Project Management

Project management has been in the management culture for decades, and organizations have thousands of project managers who are routinely capable of amazingly complex achievements. In fact, many project managers may have never seen or considered any other way to get things done.

Although it is not necessary here to describe project management in detail, a simple diagram (**Fig 1 as below**) will help to show its general features, as understood universally.

**Universal Features of PROJECT MANAGEMENT**



A timeline has been represented as a GANTT chart. All projects (or programs) have a definite start time and a definite stop time, when the final deliverables (products, services, documents, decisions, etc.) are delivered to the customer. The goal is to meet customer requirements.

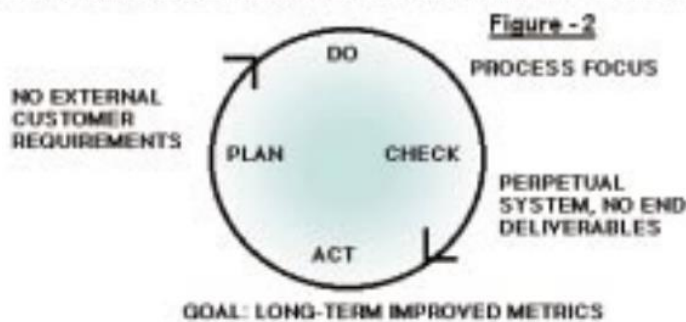
The initial stage requires the establishment of a precise budget and a Plan of Action and Milestones (POA&M). The work is focused on the actual mission of production

undertaken for the customer. It may decompose into a proper Work Breakdown Structure (WBS). Status and review meetings are scheduled at regular intervals throughout the project. Possibly a final report is written as one of the deliverables.

The goal is to reach the end point on time and within budget, since there are usually other projects that depend on input from the deliverables of this project. So, project management is a unique effort to manage work within a finite, clearly scoped, hierarchically structured, linear development process with a definite beginning and end.

**The balanced scorecard (BSC)** management system is not just another project. It is fundamentally different from project management in several respects. To illustrate the radical nature of this difference, a diagram (**Figure 2 as below**) shows the BSC performance measurement process, as it would run when installed in an organization.

**BALANCED SCORECARD MANAGEMENT SYSTEM**



The first thing to notice is the topology: the balanced scorecard management process, derived from Deming's Total Quality Management, is a with no definite beginning or end. Its task is not directly concerned with the mission of the organization, but rather with internal processes

(diagnostic measures) and external outcomes (strategic measures).

The system's control is based on performance metrics or "metadata" that are tracked continuously over time to look for trends, best and worst practices, and areas for improvement. It delivers information to managers for guiding their decisions, but these are self-assessments, not customer requirements or compliance data.

People trained only in project management may have difficulty in figuring out how to accomplish the BSC, simply because it is such a different kind of management paradigm. One of the key practical difficulties is to figure out how to get the process started in the first place. If this is not a project, where does one begin? What kind of plan is appropriate for deployment of the balanced scorecard system?

<b>Table 1</b>	<b>Project Management</b>	<b>Balanced Scorecard</b>
Prime Customer	External Sponsor	External IG, Internal Director
Goal Definition	Project Requirements, Missions Needs Statement	Strategic Management System
Focus	Technical Mission	Multiple perspective
Scope	Specialized Unit	Department to Enterprise
Plans	Plan of Action and Milestones	Strategic Plan, Performance Plan



Schedule and Teaming	Work Breakdown Schedule, Action Items	Cross-functional teams, 1-2 yr. implementation
Management Activities	Team building, Budgeting, Task Tracking, Reviews	Define metrics, collect data, analyze data, decide on changes
Tools	Microsoft Project, Primavera	Data collection system, scorecards
Measure of success	Deliverables on time, on budget	Learning what strategic work; improved results on many metrics

If we want to ride a rotating merry-go round, we had better not attempt to just hop on. We will probably get hurt – and won't get on. The situation is similar with the balanced scorecard. To get on the merry-go-round, we have to accelerate in the same direction for a while, then hop on when our speed equals that of the circular floor. In other words, there needs to be a ramp-up phase, where everyone "comes up to speed." This includes training or retraining of project managers, and probably focused deployment of pilot efforts before attempting to cover an entire large agency. Sustained, patient leadership will be needed before the payoff is attained.

Table 1 summarizes comparisons between Project Management and BSC management approaches or methodologies. The comparisons are shown for several different features. It is evident from this comparison that the Balanced Scorecard is quite different in most respects from project management. They have different purposes and meet different needs.

In attempting to implement the newer management methodologies in a traditional project management organization, there are two possible options:

1. Train the managers in the new approaches and techniques.
2. Translate the new approaches into familiar project form and treat them as conventional projects.

Option 1 is always recommended. The problem with that is that we do not have the time or money to spend on a lot of training in new techniques.

Option 2 is something that has not been suggested before, to my knowledge. I do not know if it is feasible, or even if it makes sense. But if it could be done, it would save a lot of time in deploying the new initiatives.

### **So, what is the choice?**

A manager who only has experience in one approach, such as project management, may have difficulty in adapting to changing demands. A manager can be much more effective if he or she is able to select a management approach that is most appropriate

to the desired need or goal. This adaptability or 'eclectic' flexibility may prove very useful in the changing organizational management environment.

There is no good reason why managers must follow the latest school of management thought. On the other hand, just because an idea is new does not mean that it should be dismissed.

There are reasons why one approach is better than another depending on the strategic goal or need. The balanced scorecard, for instance, appears to be a very appropriate technique for meeting the urgent management needs per the latest management techniques.

However, this need should not blind managers to other, perhaps even more pressing goals of their organization that may require a different approach.

The prevailing conditions and the best business practices will partly determine the best option in selection of a management approach.

*Ref:*

*R.S.Kaplan & D.P.Norton - "The Balanced Scorecard: Translating Strategy into action" Boston: Harvard Business School Press (1996)*

*R.S.Kaplan & D.P.Norton - "The Strategy Focused Organization" Boston: Harvard Business School Press (2001).*

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*"The leadership couldn't come up with any real performance measures, so we're being measured by who can tell the best joke."*

## Force Field Analysis - Understanding the pressure for and against change

**N. M. Joshi (From Prakaalp Archives)**

This is essentially a decision-making tool used particularly in the areas of Project Quality Management and Risk Management. It is like Cost/Benefit analysis. The difference is that it enhances one's thinking in terms of how to find different alternatives to increase the value of the proposed course of action.

### **How to use the tool?**

Force Field Analysis is a useful technique for looking at all the forces for and against a decision. In effect, it is a specialized method of weighing pros and cons.

By carrying out the analysis you can plan to strengthen the forces supporting a decision and reduce the impact of opposition to it.

To carry out a force field analysis, follow these steps:

1. List all forces for change in one column, and all forces against change in another column. Assign a score to each force, from 1 (weak) to 5 (strong).
2. Draw a diagram showing the forces for and against change. Show the size of each force as a number next to it. For example, imagine that you are a manager deciding whether to install the new manufacturing equipment in your factory.

Once you have carried out an analysis you can decide whether your project is viable. In the example here, you might initially question whether it is worth going ahead with the plan.

Where you have already decided to carry out a project. Force field analysis can help you to work out how to improve its probability of success. Here you have two choices.

- To reduce the strength of the forces opposing a project, or
- To increase the forces pushing a project

Often the most elegant solution is the first: just trying to force change through may cause its own problems. People can be uncooperative if change is forced on them.

*This article was originally published in Prakaalp October 2005*



## Communication in Software Projects

### Janardhan Kamath (From Prakalp Archives)

This is regarding sharing of experience in Communications while implementing software projects.

I had the opportunity, as a Program Manager, to deal with more than one project in the Government sector. The customer, being from the government sector, had defined a committee as the communication channel between the software implementation vendor and them. The customer also had their own internal communication channel.

The channel was as follows:

- Vendor Customers Committee Customer Stakeholders.
- The media of communications used were:
  - Vendors- emails to committee Internal Memo's to individual stakeholder.
- Committee members interacting with six vendor's consultants.
- The number of people involved in each communication were:
  - Vendor (six persons) communicating with Committee (three members) – Internal Stakeholders - eight

The customer did not have expertise in their business processes, so they hired an external consultant for communicating with vendor. As such, the vendor had to plan sufficient lead time for getting an answer from the committee as his point of contact was an external person who did not know the customer's business processes.

The vendor also had its own communication hierarchy and numbers. The vendor had a functional type of organization for implementation of the software project. The team of vendor consisted of the following:

1. Six domain expertise consultants coming from three different Functional Domain competencies
2. 20 technical consultants coming from four different competencies. Distribution of the numbers within the competencies were: 4+4+4+8

The communication channels were setup with the vendor as per their Hierarchical structures. For e.g., Project leads, Associate consultant, Technical Leads, and Fresh Graduates.

The associate consultant and technical lead reporting to Project lead and fresh graduates reporting to technical leads. The project lead reported to the Project Manager who in turn reports to regional head. The vendor's team were located at four different

locations - geographically at two different locations and physically at four. Similarly, the customer had four different locations within the same country where the stakeholders were involved.

The advantages and difficulties encountered in such structures which I experienced as a project manager were as follows:

### **Advantages**

1. The vendor's channels were streamlined, and administrative work reduced as it gets distributed across various levels.
2. The customer had a channel in place and provided a committee for decision making.
3. The leads reporting to the project manager about key issues of the project and action plan. This reduced the communication channel between the Project manager and the team members though the size was too big.
4. The biggest enabler for quick communications were web-based emails, Microsoft office communicator online and other administrative online software like resource requests approvals, funds approvals and disbursement mechanisms.
5. The vendor had everything on web-based portals, fully automated within their organization which makes it possible to undertake any kind of projects across the globe.

### **Disadvantages**

1. The vendor's organization was functional type so the mix of people and conflicts amongst the groups were maximum. Each group had its own performance indices.
2. The project Manager was also from a different competency and had his own Balance score card and performance criteria
3. For the competencies, the fresh candidates were supposed to be absorbed onsite with at least 40% occupancy. In this bargain, the leads had a tough time to commit the schedules with commitments on skills availability.
4. Similarly, the customer had a criterion to have all experienced personal onsite and no fresh graduates to learn the project. So, selling the model to the customer on a day-to-day basis was a tough job for the project manager as there was a conflict of interest between the customer and back office.
5. The individual team members were reporting to the project manager but manipulated their priorities set by their competencies. There was again a conflict-



of-interest since the competencies agree with the individual personnel on certain conditions of tenure of work irrespective of the project needs.

6. The biggest disadvantage was that there was a particular skill resource required intermediately within each phase. For example, a DBA, each time it was a new DBA allotted and there were no handovers from previous ones. This required lot of efforts of communicating amongst the competencies.
7. Within functional competencies, the project manager needs to be involved for selection of people and skills. Some of the probable solutions that could have resolved the communication barriers:
  - a. The customer could have a single point of contact from vendor rather than having the 6 consultants directly interacting.
  - b. There was no Project Manager from the customer side. This would have resolved more than 50% of the barriers arising. Since in this case it was a government sector, the responsibility was not provided to a single person by the customer.
  - c. The individual Performance indices to be in line with the projects balance score card. Since the team and number of communication channels were too many, there could be some more improvements possible in this project model. This is subject to the information of Scope, Schedule and cost agreed for implementation of the communication channels.

*This article was originally published in Prakash October 2005*



# Top 10 Strengths of Women Leaders That Men Can Emulate

**Vaskar Roy (From Prakalp Archives)**

In today's complex and dynamic world effective leaders with good business acumen and good traits are required so that they can steer clear the business during trouble times as well as augment their business in terms of revenue and growth.

In numerous studies it has been found that women executives have scored higher than their male counterparts on a wide variety of measures - from producing high quality work to goalsetting to mentoring employees. Some of the studies have revealed that women think through decisions better than men, are more collaborative, seek less personal glory and generate new ideas and act on them.

So, what are the distinguishing traits that women can exhibit more effectively than their male counterpart? Let us examine them one by one.

## **TRAIT NO. 1: Transformational Leadership Style**

To compare leadership skills, Meta analysis adopted a framework introduced by leadership scholar James MacGregor Burns that distinguishes between transformational leadership and transactional leadership. Transformational leaders establish themselves as role models by gaining followers trust and confidence. They state future goals, develop plans to achieve those goals, and innovate. By contrast, transactional leaders manage in the conventional manner of clarifying subordinates' responsibilities, rewarding them for meeting objectives, and correcting them for failing to meet objectives.

Women leaders show more transformational than male leaders, especially when it comes to giving support and encouragement to subordinates. Women leaders are also engaged in more of the rewarding behaviors that are one aspects of transactional leadership than the male leaders who are engaged in doing disciplinary actions that are either active (timely) or passive (belated) and forms the part of transactional leadership.

## **TRAIT NO. 2: Collaborative and Participative**

Women work hard to make people feel part of the organization and encourage people to contribute more in a very significant way in terms of setting and achieving the performance goal as well as determining strategy. It can be perceived by women that collaboration can get results without seeming particularly masculine. As women

navigate their way through the double bind, they seek ways to project authority without relying on the autocratic behaviors that people find so jarring in women. A viable path is to bring others into decision making and to lead as an encouraging teacher and positive role model.

### **TRAIT NO. 3: Believes in building relationship**

Women build strong relationship within and outside the organization they work, rather than creating relationship within their own firms. Not only does it protect their portability, but it has the added benefit of boosting their reputation with colleagues. By contrast, men are prone to build up greater firm and team specific human capital, investing more in the internal networks and unique capabilities and resources of the firms where they work.

### **TRAIT NO. 4: Loyalty to Firm**

Women is more loyal to the firms they work for as they believe in stability and proper work and family life balance. Whereas men are more likely than their female counterparts to be lured away by higher compensation and they pay the price of diminished performance. Women like to stick to the present firm and try to build deeper and broader relationship within the organization. They think more strategically, learning how to command a position of authority that works and is accepted. As a result, they have gotten promotions, taken on bigger projects and asked for more of what they want.

### **TRAIT NO. 5: More emotional in nature than men**

Women are more emotional than men and this helps them in understanding and making emotional connections to the people in better way. Women have a greater capacity for empathy than men and this helps in understanding other's behavior and helps in creating better team. They have a heightened awareness of subtleties and nuances. This helps in developing better Emotional Intelligence (EQ) in understanding and developing better people relationship and getting things done and who to influence.

### **TRAIT NO. 6: More giving in nature**

Women are more of giving in nature and giving is the chief activity that defines femininity – this has been confirmed by Bem Sex Role Inventory (BSRI). The test includes 60 descriptive adjectives – 20 masculine traits, 20 feminine traits and 20 neutral traits that subjects use to rate themselves. The traits chosen to define femininity in the BSRI are: yielding, loyal, cheerful, compassionate, shy, sympathetic, affectionate, sensitive to the need of others, flatterable, understanding, eager to soothe hurt feeling, soft-spoken, warm, tender, gullible, childlike, does not use harsh language, loves children, gentle, and femininity.

**TRAIT NO. 7: Watch out for “Glass Cliff”**

Women are more likely to accept high risk opportunities that their male counterparts avoid – this is called “Glass Cliff” phenomenon. Organizations view talented women leaders as indispensable, and these firms are truly hopeful that these talented women can perform miracle. Though sounds contradictory, in fact women are more risk takers than their male counterparts. Women are politically savvy on responding when opportunities are presented to them. They treat failure as an opportunity to learn.

**TRAIT NO. 8: Getting results**

Women are very good in teamwork but getting results is one of the categories in which women have earned highest scores in most of the studies than their male counterpart.

Jackie Streeter, Apple Computer Inc.’s vice-president for engineering says she has repeatedly volunteered to shift dozens of employees out of her division because she felt they would better fit into a different department—a move that she says “startled” her male colleagues. “It’s not the size of your organization that counts but the size of the results you get” says Streeter, who has 350 people working for her.

**TRAIT NO. 9: Women ask questions**

They have an ability to ask questions in a way that draws people in and builds trust. The gentle nature that many women naturally have creates an inviting environment of safety and interest. It’s easier for employees to speak their point of view when they know it is wanted and valued.

**TRAIT NO. 10: Women connect with women buyers**

Research tells us that 50 to 80% of buying decisions are made by women. Yet, many senior level executives are men. Women automatically understand the perspectives of other women and the motivations behind the purchases they make. Research tells us that women’s approaches are generally more effective in today’s business environment. As we continue to support women and deliberately offer opportunities for advancement and learning, both women leaders and our organizations will reap the benefits.

*This article was originally published in Prakaalp September 2009*



# Effective Global leadership for Effective Project Management

**Manish Sindgikar (From Prakalp Archives)**

Whenever a project is a success, all celebrate the occasion and when a project fails on the deadline the blame game starts. It's important to record the lessons learnt but after a failure nobody is in the right frame of mind to record the lessons learnt. The success or failure of the project depends on the Project Manager. So, what is the success "Mantra" of a project success?

The following discussion in points will reveal the success "Mantra" for all of us:

- 1. A Project Manager should have authority over his projects.** When a Project Manager accepts a job as a project manager, he should make sure that he has complete authority over his project. This is possible in a Projectized Organization. If he lands up in a functional organization, s/he must take major decisions with the help of department managers. The decisions could be delayed and ultimately the deadline of the project could be missed.
- 2. A Project Manager must be allowed to assign work to people on his project team.** The decision of what work should be assigned & to whom should be done by Project Manager. This is because nobody knows the team members better than a Project Manager. The team leader knows each of the team member's strengths & weaknesses. If a functional / departmental manager assigns work without knowing capabilities, then it calls for trouble and important milestones will not be completed on time.
- 3. A Project Manager should be in control of project's budget.** This is one of most important factors of a project. After the management has sanctioned the budget for a project, then the complete authority should be with PM for spending the budget. This is because at what time & how much money is known by a Project Manager & nobody else. The responsibility should go hand in hand with authority. The Project Manager should show the status of the project spending to the Management through EVM (Earned Value Management) techniques.
- 4. A Project Manager should focus on managing projects & not on irrelevant tasks.** It means that a Project Manager should not focus on routine administrative duties. An important criterion of managing a project is to focus on the triple constraints of a project i.e., Cost, scope and time.



5. **A Project Manager should be an excellent communicator.** As we know, 90% of the time of a Project Manager is consumed in communication. This is figuring out who should talk to whom and to keep everybody in the loop about the project.
6. **A Project Manager should manage stakeholders' expectations.** Stakeholders are sponsors who pay for the project, the people who work on the project, the government, the society at large, the suppliers & contractors. A big part of PM's job is communicating with everybody & making sure their needs are met.
7. **A Project Manager should follow robust change control process.** A PM should use a change control system to avoid scope creep and gold plating. If there is no systematic change control process, then the scope of project is affected leading to rework and delay in meeting important milestones. The client goes on demanding new features in software and to keep client satisfied the project team goes on adding the features without looking into time and cost constraints.
8. **A Project Manager should celebrate the achievement of important milestones of a project.** A PM should celebrate along with all his team members after achieving important milestones of a project. This gives the entire team a sense of accomplishment and encourages the team members to focus on the next important milestones of a project.

An excellent example of executing a successful project can be seen in a one of classic Hindi movie called "LAGAAN". The main character has a challenge to win against those people who are masters in the game of cricket. All the odds with regards to cost, time and resources are against the Indian Captain. While focusing on the end goal, he builds a team of local natives. He executes the role of a PM by motivating, directing & controlling his team members and ultimately wins the cricket match. The success "mantra" is revealed to one & all who have watched this movie.

Management professionals are taught the management fundamentals in management schools. Before accepting a Project Managers role, the management graduates should keep in mind that sometimes actual situation demands out of the box decision making techniques. One suggestion is to work as a subordinate for a Project Manager and accept him as a "Guru" and take invaluable work experience and guidance from him. This is also one of crucial "Mantras" of success.

And last punch line is that "Treat your team members as human beings and not one of the factors of production".

*The article was originally published in Prakash July 2010*

## **Call to be a volunteer – where satisfaction meets service - Advocacy for volunteerism**

**Jacob J. Zachariah (From Prakalp Archives)**

‘Wanting to work is so rare a want that it should be encouraged.’ To paraphrase this tongue-in-cheek quote by Abraham Lincoln, I will put it this way – wanting to volunteer is so rare a want that it should be encouraged! How else can you explain the reality that PMI Mumbai Chapter has over 1000 members and yet the chapter is struggling to get even 100 members to volunteer, which translate to roughly 10 percent.

**Volunteerism:** In its pure sense is defined as the act of a person who offers his services willingly and free of cost for a service or undertaking.

Volunteerism as a concept is very much popular in the corporate world and social milieu of western hemisphere, especially U.S.A., but is only now making inroads in the Indian scenario. In India we talk about honorary service. This results in an honorary payment, usually in recognition of services for which it is not usual or not lawful to assign a fixed business price. At PMI as a matter of philosophy and action total emphasis is placed on Volunteerism. In fact, everything in PMI (well almost everything) is through volunteer effort. This includes programs, seminars, knowledge development of Project Management et al. However, in this case it is with a substantial reward: PDUs! PDU means Professional Development Units. For each type of volunteer work that a PMI member does he is awarded PDUs. To keep your PMI membership alive, it is essential that you must accumulate a specific number of PDUs. So, as you can see there is always some reward for doing Volunteer work. In honorary work you get paid cash, here you get PDUs.

Scope for volunteerism is choc-a-bloc at PMI, and all you must do is go through the PMI website – both PMI USA and PMI India. PMI thrives on volunteerism. There are frequent announcements asking for volunteers in various areas. Log on to [pmi.org](http://pmi.org) and go to the link ‘Get Involved’, and the rest are for you to decide.

Let me tell you my volunteering experience:

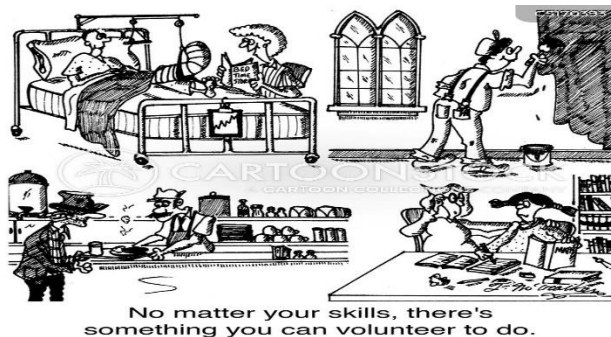
- I have written articles for PMI publications. Here I shall share a secret with you - writing an article is very ‘lucrative’ - you get as much as 30 PDUs!
- I am a faculty with PMI Mumbai Chapter. Every Chapter has (or should have) certification training programs for PMP preparation course, and the chapter is always on the lookout for good quality faculty in the 9 knowledge areas of PMP.

- I am a PMI ‘Champion’ for PMI India. The assignment here is to articulate and evangelize Project Management in general and PMI. The audience may be corporate as well as individuals. Believe me, this is an enjoyable exercise.
- I am a member of the PMI Ethics body at PMI Mumbai Chapter. The body investigates various ethics and grievances issues of the members of the Chapter.
- I am in the team for evaluating candidates for various scholarships (academic research, PHD etc. on Project Management). This is conducted by PMI worldwide at USA. We as a team evaluate the candidate’s academic and other credentials and arrive at a short-listing of the candidates. The entire process is done on the net, without any face-to face meetings. This is an annual affair
- I am also a speaker at the various PMI meets, on PM topics. These speaking assignments work both ways. You impart domain knowledge to a select audience and you also get to interact with them, thus broadening your own vista and ideas. It is also a perfect stage for networking. This is a win-win situation for all.

After all that I have said, if you seriously desire to start volunteering, and are wondering where to take the first step, my only advice is to start with some administrative function in your chapter. There are various Assistant-Vice-President roles available in your chapter. Some of the areas which I mentioned earlier in my case, are only available with some experience as a PMP. I am a PMP of three years standing (since 2008). Yes, you need to keep some time aside for the activities mentioned above, but believe me, honestly it is not all that taxing on your time or other resources.

So go ahead. Give it a try. It is a great adrenaline rush!

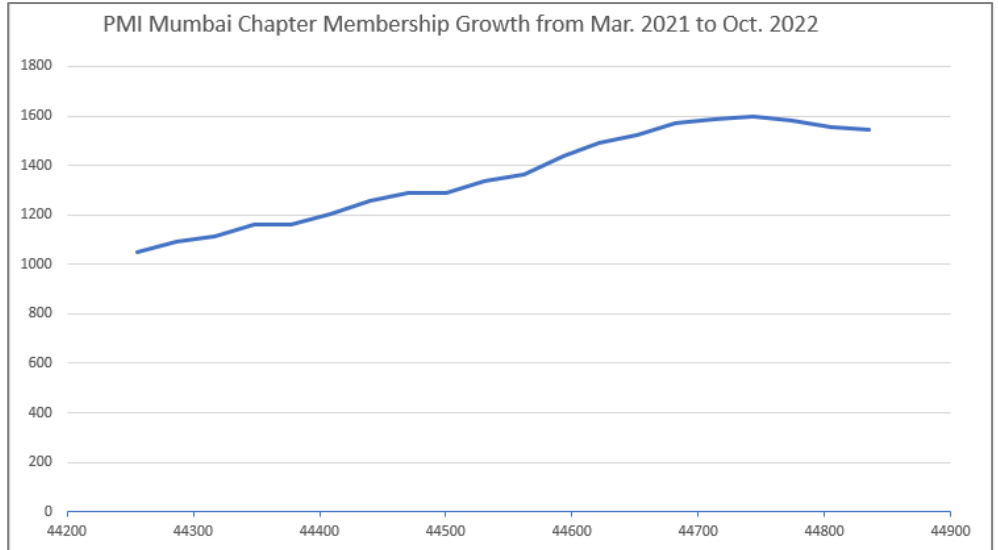
*This article was originally published in Prakalp September 2011*





# Membership Statistics

Month	Member Count
Oct-22	1543
Sep-22	1555
Aug-22	1581
Jul-22	1598
Jun-22	1586
May-22	1571
Apr-22	1525
Mar-22	1492
Feb-22	1437
Jan-22	1361
Dec-21	1339
Nov-21	1291
Oct-21	1291
Sep-21	1255
Aug-21	1203
Jul-21	1162
Jun-21	1159
May-21	1111
Apr-21	1092
Mar-21	1049



Month & 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
Dec-20	1305
Mar-21	1049
Dec-21	1339
May-22	1571
Oct-22	1543

PRESIDENTS - PMI Mumbai Chapter	
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
Jacob Zachariah	2021-2023





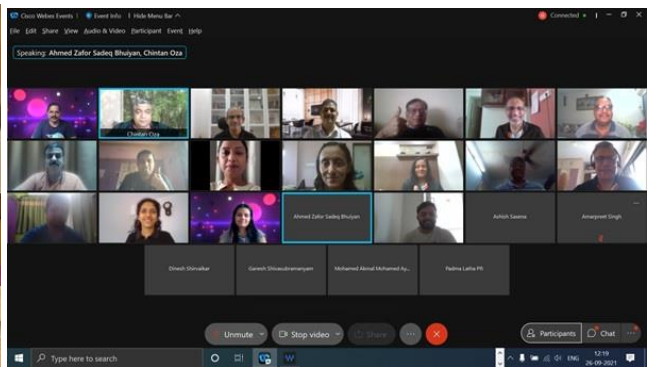
# In Pictures



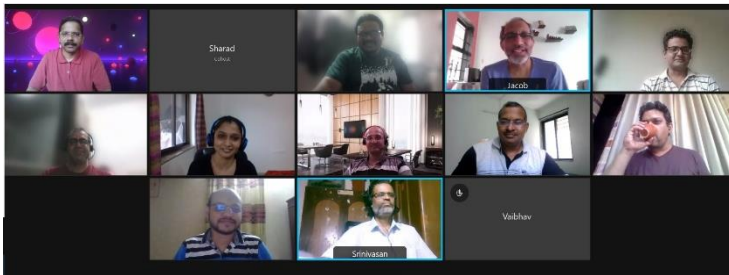
AGM in September 2022 - Face-to-face once again!



272nd PMP Training June 2022



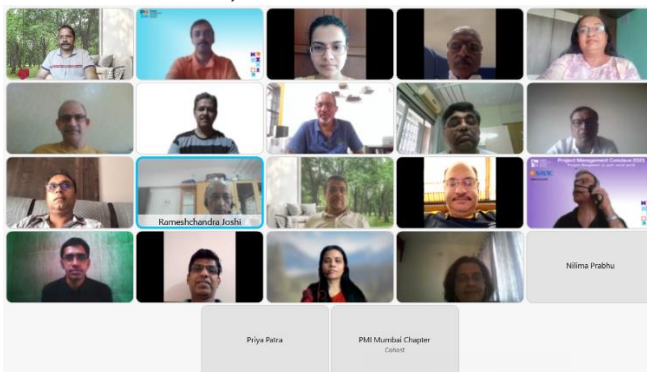
AGM of PMIMC in 2021- Virtual



1st DASSM - Virtual- July 2021



Chapter Conclave on November 13, 2021 – Virtual



CCM March 6, 2022



April 2022 CCM at Chapter Office





Conclave – on February 9, 2020



Conclave on November 13, 2021- Another view



Another view of the AGM on September 18,2022



Attendees of the AGM on September 18, 2022



View of the attendees in AGM 2022



Townhall – February 2022



Distribution of School kit by volunteers







*Townhall February 2022 - View of audience*



*Townhall June 2022*

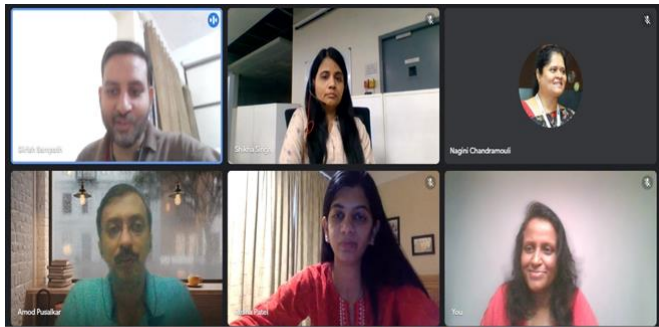


*Social Activity at IES School, Dadar*

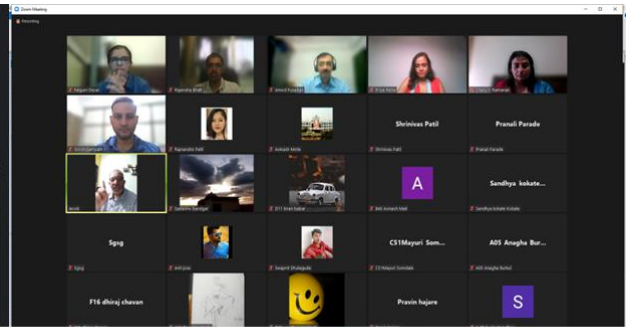


*Women to the fore! (at the AGM in September)*





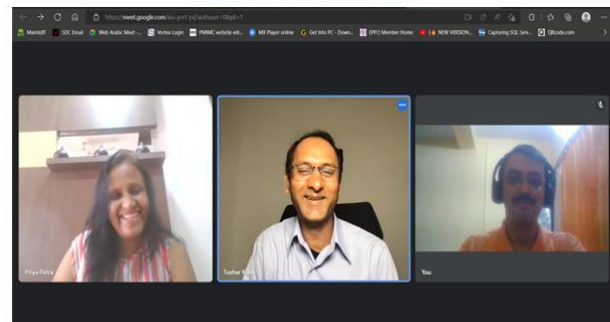
**New Collaboration with SOBUS Insight**



**Career Pe Charcha**



**2022**



**New Mentor Onboarding**

*Our G.R.O.W initiative*



*Many Presidents in a Single frame*



## 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 in 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.

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## COME, TRAIN WITH US!

**Our vision is to be recognized as an organisation of choice by evangelizing Project Management. To that we may add: to be recognized as an organisation that champions quality training!**



- 20+ years of experience of giving trainings to professionals – by professionals
- Trainings conducted regularly in PMP (under ATP), DASSM (under ATP), ACP, PgMP, MS Project....
- So far conducted 270+ trainings in PMP since inception. That means at least one batch every month for the last 20+ years!
- Conducts batches exclusively for Corporates too
- Refresher course for PMP also done from time to time
- Quality trainings by experienced and authorized ATP trainers. (One of our trainers is an author of PMPOK!)
- Additional support, like after-training guidance, PMP mock practice questions for participants, study groups etc.
- Check our website [pmimumbaichapter.org](http://pmimumbaichapter.org) for specific training schedule