PRAKALP

APRIL 2021

PRAKALP

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President's Message

Dear Fellow Project Management Professionals,

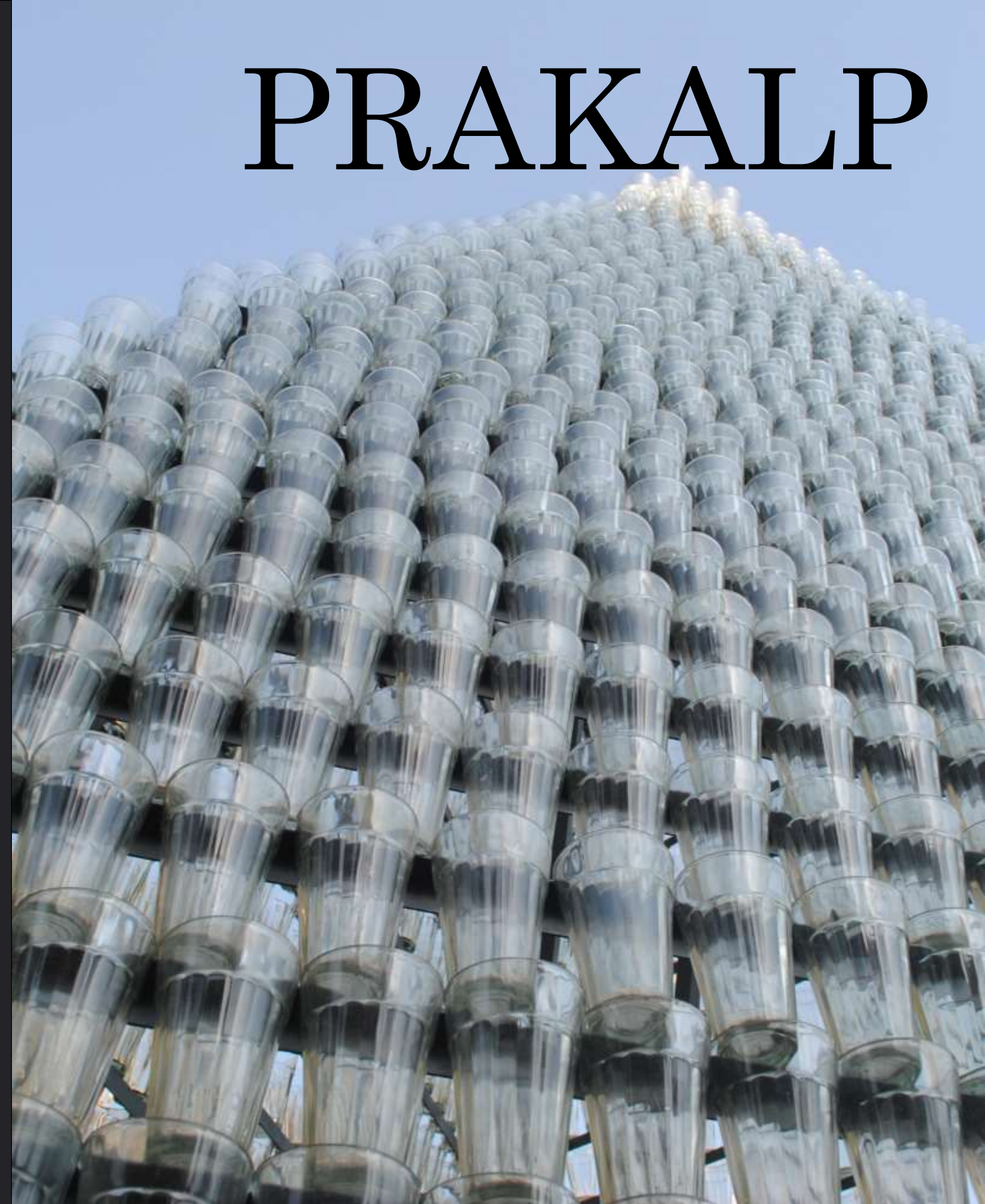As the new President of PMI Mumbai Chapter, for the period 2021-2023, this is my first interaction with you through Prakalp, our in-house magazine. To paraphrase the words of Charles Dickens, we are in the best of times and the worst of times. Is 'Covid' firmly behind us? Or, are we in the midst of a second wave of the virus? When will the social fabric within our country and outside return to 'normal'? To you my dear covid-fatigue induced reader, together let us hope and pray that 2021 will not go the way of 2020! Amen to that!

PMI by its very existence thrives on volunteerism and networking. One must admit, both these basic pillars on which PMI stands have taken a beating in these uncertain times. We in the Mumbai Chapter will make decisions as we step out of the post-Covid world – verily and with abundant caution. We look forward with optimism to this year of interaction which could be a hybrid of face-to-face interactions as well as virtual ones.

In the meantime, do enjoy the April 2021 issue of 'Prakalp'; for which we are not following any particular theme. However, technology is the leitmotif that runs through this edition. Emphasis is on how new methodologies will make projects work in the exciting times of the 2020s with a vision for the next decade. Together lest us collaborate and explore benefits through the various activities of our chapter. Do volunteer to do something like maybe: delivering a session in one of our monthly forums, writing an article for a future edition of this magazine, taking part in documenting our governance, or helping in the administration by volunteering to take up some position in the chapter office.

The best reward for volunteerism is the sense of accomplishment and self-satisfaction that comes with it!

Jacob Zachariah
President, PMI Mumbai Chapter

Editor Pens

Dear Team,

With great pleasure, we present to you this edition of the Prakalp, PMI Mumbai Chapter Journal. Given the editorial policy of this journal, we have strived hard to attract articles that meet our purpose in the diversity of topics covered. In this issue, we have a wide range of articles from volunteers which will keep you engaged. "Watermelon status reporting" is worse than a red status, where project status report appears to be green from outside, but if you look into the details, you will find serious issues. This journal will guide you in identifying such false reporting in early stages.

While Google had already announced earlier this year that they will stop tracking you on the web via ads soon, internet tracking is a major privacy issue for all of us. However, digital footprint can be in a couple different ways. Digital footprint is the electronic evidence left on the web. It shows where you have digitally interacted with others, on blogs, social media, forums and even visited any locations. So instead of hiding your digital footprint, let's know how to take advantage of it and create a very strong, personal brand for your professional and personal success. Having a strong digital footprint in the right places is an important part of that brand.

In this journal, we have also discussed on Project management in various domains such as Cyber security, Taxation, E-learning, Public Governance and various other topics. We hope the knowledge and information of this journal will make a valuable contribution to all the members of the project management society.
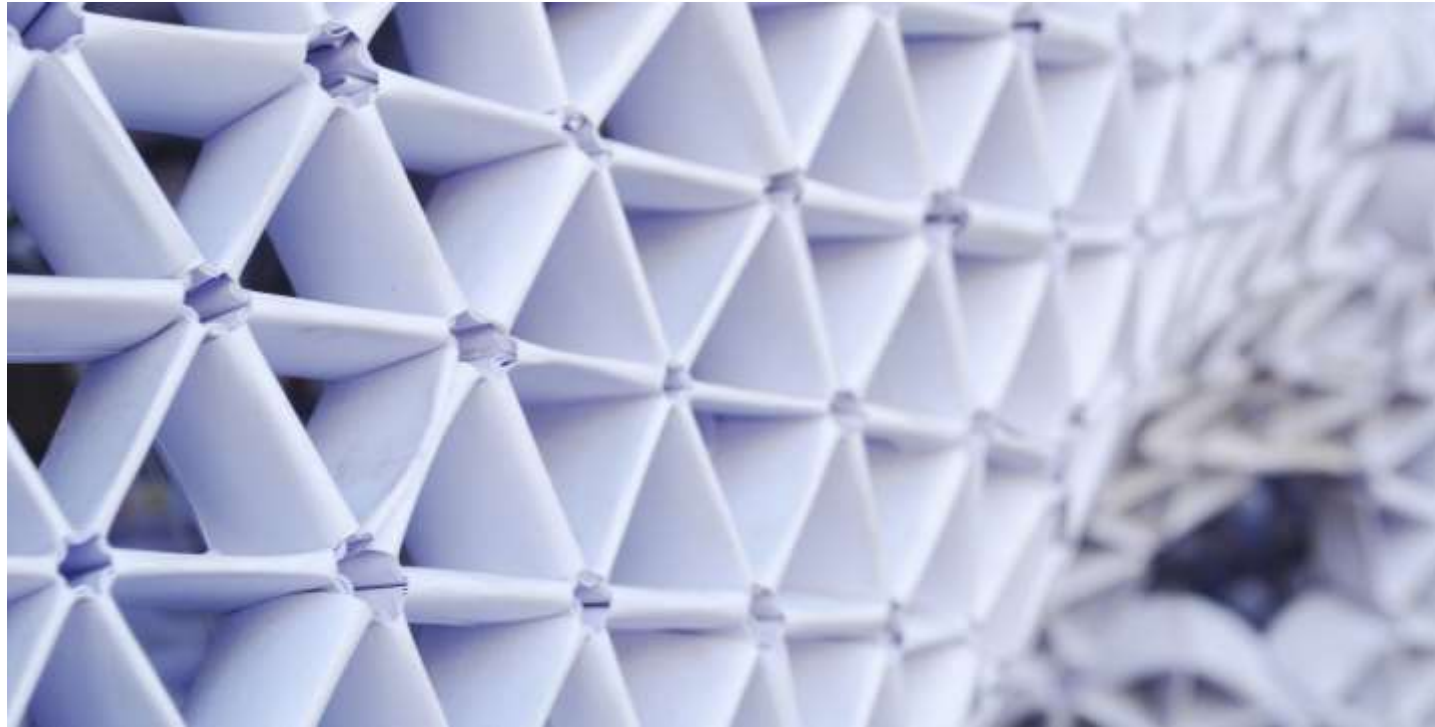
I am sure all of us have big expectations from the new financial year 2021-22. Best wishes from PMI Mumbai team.

Sachin Korgaonkar, PMP, ITIL, PRINCE2
Vice President – Marketing, PMI Mumbai Chapter

1 | Importance of PM in Cyber Security

Vinay Wandrekar

Advantages of Leveraging Project Management in Cyber Security Projects

According to a project management survey by consulting firm McKinsey & Co., organizational leaders of all levels have found that implementing project management strategies and methodologies have allowed their teams to decrease IT project risks, cut costs and improve their success rates in the short and long term. This is all accomplished through the enforcement of clearly-defined project deliverables that, when executed, allow cybersecurity projects to stay on budget and on schedule. If stakeholders decide to change the approach of the cybersecurity initiative, project management allows for the team to easily pivot and carry on with the project without getting sidetracked and wasting valuable resources.

POAM & WBS

Plan of Action and Milestones (POAM) is a document that identifies tasks needing to be accomplished. It details resources required to accomplish the elements of the plan, any milestones in meeting the tasks, and scheduled completion dates for the milestones. The term plan of action and milestones comes from the information security plan. Breaking work into smaller tasks is a common productivity technique used to make the work more manageable and approachable. For projects, the Work Breakdown Structure (WBS) is the tool that utilizes this technique and is one of the most important project management documents. It singlehandedly integrates scope, cost and schedule baselines ensuring that project plans are in alignment.

While both the POAM and WBS decompose larger parts of the project into smaller, more manageable pieces, the WBS takes it much further. In mature security programs, the additional layers of decomposition are usually simple tasks for qualified security professionals.

Proactive and Reactive approach to cybersecurity

While managing a project with either POAM or WBS, we are following either a reactive or proactive approach. Our behavior is reactive when we take action in response to an unanticipated adverse event that has already happened. Not to mention the consequences and damage mitigation, reactive approach limits our vision to only a revealed vulnerability leaving us exposed to a host of other risks.

On the contrary, being proactive means thinking ahead of events and from a much broader perspective.

It is advisable to use a proactive approach to cyber security processes and management in the long run. While a proactive systematic approach requires more time and resources than purchasing new security equipment, it empowers companies with a clearer understanding of their security problems along with a rational justification of investments into security solutions.

There are a number of standards and best practices available for company security management like NIST, ISO27001, PCI DSS, ITIL etc. They need to be adopted prudently otherwise the business owners will be burdened with extensive documentation and organizational processes.

Conclusion

In recent times, managing a cyber security strategy has become like managing a project – there are strategies to implement, budgets to adhere to, schedules to follow and processes to put in place.

With project management skills in place, stakeholders (executives, security team, and operational team) will come to appreciate that their cyber security projects (and related expenses) are aligned with the overall business strategy, optimize their resources and facilitate the continuous improvement of the company as a whole.

Romesh SA Sankhe
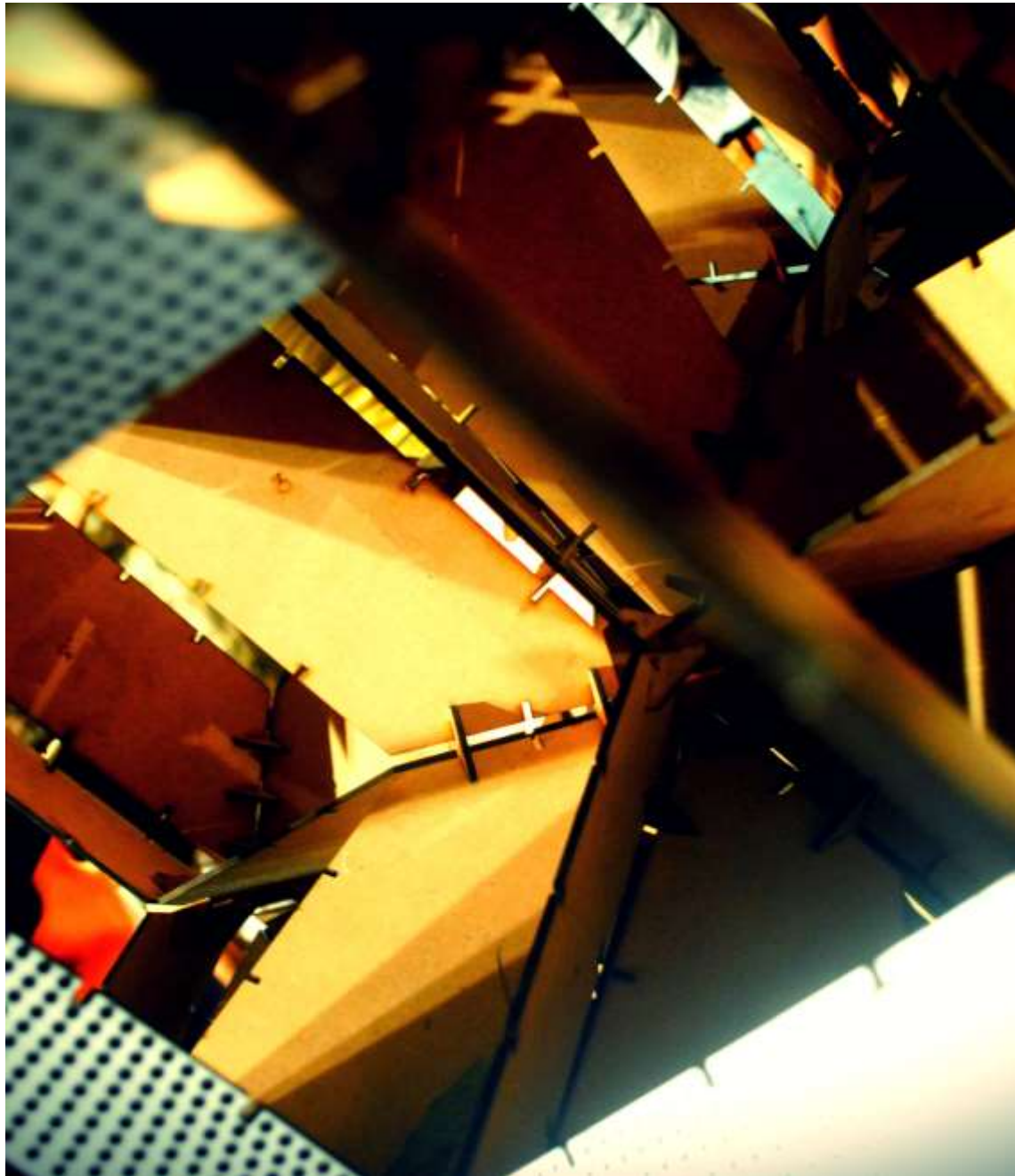
My professional journey of sixteen years, so far, is divided equally among stints with Consulting Firms & Corporates, the primary differentiator when it comes to Corporates is that it provides you exposure to the entire life cycle of a transaction. In Corporates you realize that the 'best' solution may not be the 'most feasible' one, primarily because of the various stakeholders who has their own expectations & limitations and accordingly a win-win solution needs to be agreed upon. This embedded complexity can only be cured with effective project management.

Tax is an integral part of Finance. Outcomes in Tax directly impact cash flows & profitability and depend on law as well as facts. A well-conceptualized action plan at the beginning of the assignment enables you to utilize your Team optimally as well aids in apt selection of resources such as consultants, etc. to be planned in a manner where all aspects contribute effectively to project objectives & desired outcomes. In the Armed forces, they use a quote which says 'Train Hard Fight Easy' and Project Management also follows the similar principle… the more one plans, the less tedious is the execution.

When a project commences, it is vital to spend adequate time towards understanding objectives, determining the outcomes & then visualizing the entire workflow in which you expect the project to move forward. As a leader, giving ample clarity to your Team members on these finer points along-with timelines & resolving all their inhibitions at the initial planning phases, contributes significantly to the project success as this ensures that the Team works with a unified vision resulting in speedier execution. Post commencement of the project, one more essential aspect of strategizing is to have contingency plans to deal with possible obstacles which you expect. Some deliberation on those aspects results in significant time savings as well as controlling the panic, if such obstacles arise. Even if some obstacles are unforeseen, the planning done for contingency provides comfort or a base to work on in such situations.

Next key aspect is to know your Team & their capabilities including behavior analysis. This is similar to any Team sport such as Cricket or Football where very few members can play at all positions and most of them are good at playing only at specialized positions. Sometimes, changing of Team compositions midway causes lot of discomfort in the Team and delays. This one aspect is ignored by some leaders and in a technical domain like Tax, the appropriate Team composition with right kind of subject proficiency & composure can sometimes lead to 'make or break' for that entire project.

So, for every leader understanding the importance of project management & giving due attention to it is a 'must have'. Because with individual brilliance, one can win the battle but to win the war, it needs a good Team which all starts with good Project Management.

3 On-Demand Project Management Platforms

Lakshmi Moorthy

When we see Pyramid of Giza, Great Wall of China, Taj Mahal, while we come into the awe of the architecture, innovation of these monuments, one undeniable fact is it required great amount of coordination, communication to complete them. This is where project management comes into picture to complete any initiatives successfully from conceptualizing to completion within scope, cost, and time with quality.

Project management tools evolved over the last 100 years with first popular tool being Gantt charts. Critical Path Method, PERT and Work break down structure (WBS) was popularized in late 50 onwards. Pace of project management software picked in 90s with Microsoft project and today we have many project managements tools available on-demand on subscription basis.
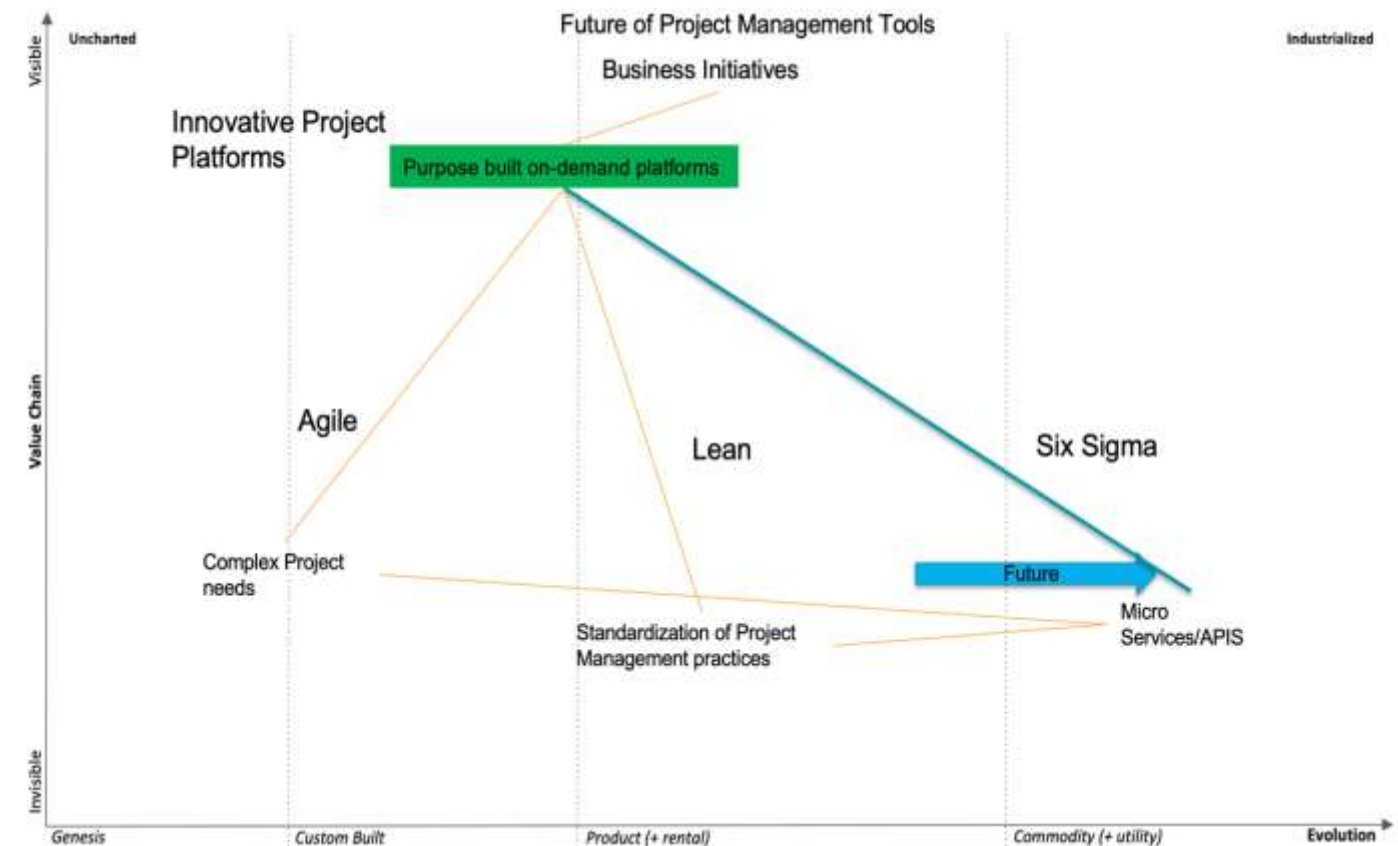
Project Management

Project management mission simply put is to lead the team, achieve goals and meet success criteria of any organizational initiative within specified time. Project management spans across initiating, planning, executing, monitoring & control and closure of the initiative. Organization launches new initiatives that can be categorized as innovation to explore new areas, Lean projects to eliminate waste, cost savings and six sigma initiatives to improve efficiency, accuracy of execution. Based on the type of project organization goes for Agile, Lean or Six sigma project approach.

Evolution project management software

Project management software evolved over the last 30 years based on the customer needs, collective experience gained, and standardized practices set by project management bodies. Let's use Wardley maps to explain how the product/strategy evolved over period of last 40+ years.

On-Demand Project Management Platforms continued...
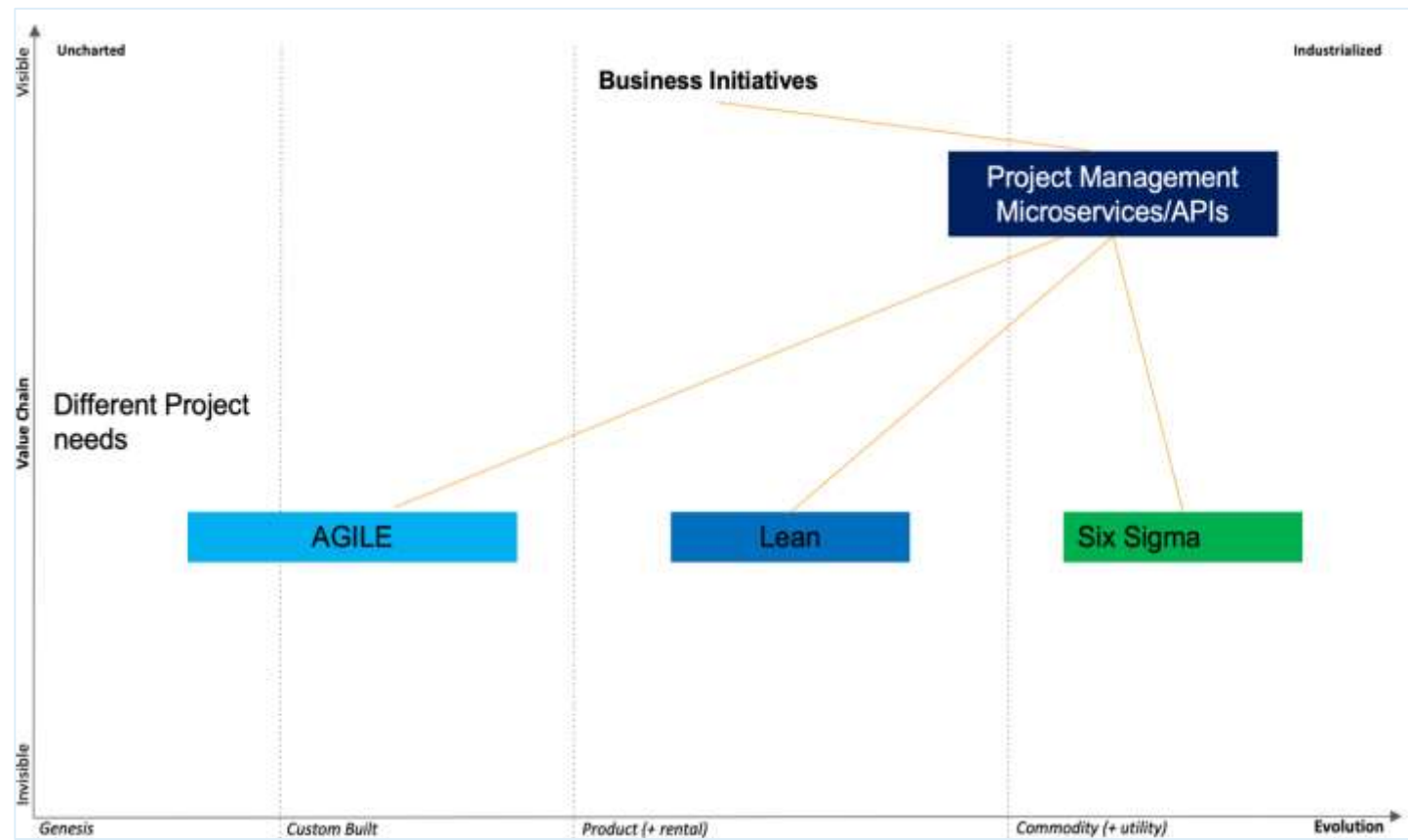
Evolution and Custom-built Phase

Initial days the project management was popularized through Gantt charts, Critical Path Method, PERT and work break down structure. For every project a customized template was made, and project phases were executed. Lessons learnt were summarized. Scope of change and degree of errors were higher, and customers by and large accepted these short falls.

Future of Project Management

Every commoditized product will give rise to higher order systems of innovation where new needs are fulfilled. Technology evolving rapidly and project management evolving even more rapidly, the software will be expected fulfill even more complex needs with increase speed and different purpose. Project management tools getting integrated with purpose-built

platforms can be one option. These on-demand platforms addressing business challenges shall access project functionalities base on the type of project and also specific function to be fulfilled.

The project management practitioners don't have to work with multiple software rather all the needed functional elements are available to them as microservices, and they are called based on the need for consumption. This approach can be used to configure the project methodology based on the type of project be it agile, lean or six sigma.

nicheBrains.ai **Case study**

4 | Watermelon status reporting

Biren Parekh

Watermelon Status Reporting!!! Well, I was equally curious when reading this word for the first time. When I learned more, I could quickly relate several instances of my professional career to this word. "Watermelon status reporting" describes the phenomenon where the RAG status of the project appears to be green from the outside, but if you dig deep into it, it's actually RED right through and has serious issues. Normally, it is done to disguise actual status to avoid any scrutiny by stakeholders or to ensure that project continues. Some PMs consider Project performance as personal performance & hence try to hide the real status.

There are stakeholders who prefer this, they don't want a PM to report **Red** because then they would have to dig deeper, which might lead to looking at their own flaws. Some will say that they will correlate the data between slides to find the veracity of the content so it's okay, even if someone gives a watermelon report. Some will highlight that it can be also cultural psychology to do this kind of false reporting.

Some leaders will mention that one has to guide his team to not give out watermelon status. However, giving a transparent status report is really tough. All of this takes courage to challenge the status quo and a bigger mindset change. In reality, the performance of the project makes or breaks the career of the PMs. Has anyone got a "meeting expectations" rating or above when his/her project is in "Red"? Hope this justifies the need for watermelon status reporting.

Such false reporting happens for several reasons. Few of them being:

- PM does not want to admit that things are not going the way, it should be
- Such a project has a risk of being cancelled
- In some cases, strings are pulled from higher-ups to not portray it as RED and even
- Sometimes, even status is actually not updated or PM is a novice

Have you observed in your projects? What are your views?

5 | Essentials of E-Learning Project Management

Ajay Kumar

The market for eLearning has been growing exponentially in the recent past. The ongoing push for online learning and education due to COVID-19 has accelerated the growth with massive adoption of eLearning platforms and online courses. Both the educational and professional training are extensively getting replaced with eLearning, at an unprecedented rate. With this pace of technology adoption in learning, it is estimated that in the next five years more than 70% of education and training will be facilitated digitally in some or the other forms.

This emerging need has placed tremendous demands on the eLearning services companies, especially with respect to delivering massive projects of varied kind from across the industry. Most of the eLearning companies are new and yet to build mature systems and processes to handle flux of projects coming their way. Today, for most of these firms, getting projects is easier, delivering those with quality and within the timeline has become a big challenge.

Project management capabilities in the delivery teams, in line with some of the best practices is a must to build overall efficiency and capability of the industry.

As an eLearning solution service provider, it is important to balance project management skills with technical expertise. It consists of dealing with Subject Matter Experts, Instructional Designers, Multi-media experts and of course the clients, business and their stakeholders, timelines and quality and more.

It's like a big team of experts specialised in their specific areas, working together in a clearly defined manner and in sync like a well-oiled machine! It's not different from a shopfloor where multiple components are manufactured separately and integrated to form one big piece and, all of these as conceived and architected at the design stage. eLearning project management can face three major challenges in the current work environment – remote management of delivery, integrating inputs of diverse set of SMEs spread across the geographies and ensuring quality and timelines while doing so.

Remote Development: Most of the staff is working remotely today. They need to remotely collaborate and develop online courses that require continuous engagement and interaction. They manage these through virtual meets and email and other communications, which can get tedious and has its own limitations over a period of time.

eLearning Project Managers will need to plan and organise a structured communication process and break down the tasks distinctly among the team members for efficiency and integration.

Engagement with SMEs: It is crucial to manage and implement inputs and feedback from Subject Matter Experts during the course of eLearning development. SMEs are mostly not inhouse, but almost in all cases independent experts or from the client. Project managers and developers have to spend considerable time in engaging with the SMEs for their inputs and feedback be it an education learning course or a corporate course. eLearning Project Managers have struggled to manage this external dependency. The biggest impact of this has been on timeline and cost due to delays and rework.

Quality and Timelines of Delivery: The above two challenges and not institutionalising a structure project plan have huge impact both on the timelines and quality of eLearning projects. They are interconnected. From the basics of define the key goals and objectives to breaking the tasks into small distinct pieces and finally, stitching it like an assembly line are all needed to ensure timely completion and of the right quality. Project Managers struggle to ensure proper QA working under time pressure and it sets a vicious circle.

Essentials of E-Learning
Project Management continued…
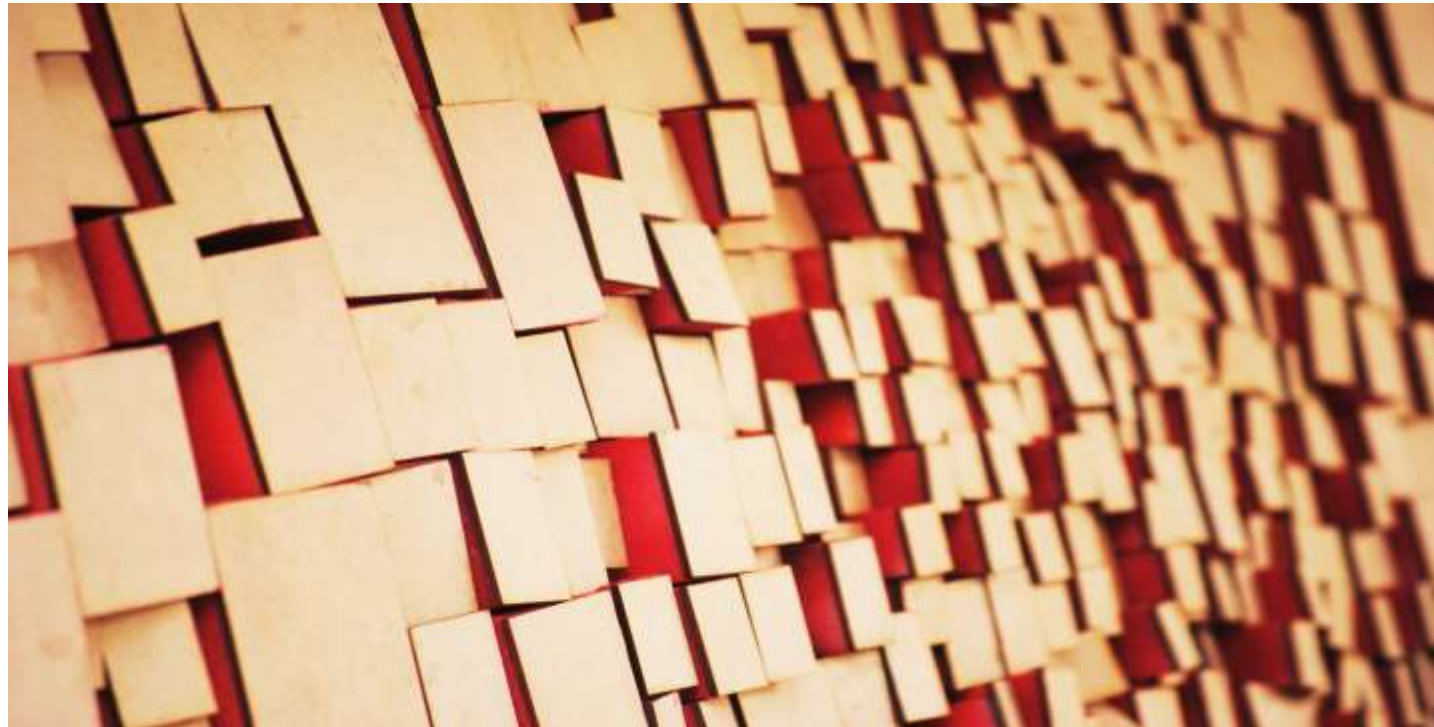
eLearning Project Planning: Before an eLearning development process begins, there are various stages to plan. As goes the adage, more you sweat in peace, less you bleed in war! That's what applies in Project Planning of eLearning. Planning an eLearning project requires a lot of time and effort. Research upon other materials or courses available in the market, find out for whom you are making the course and assist your team with everything they need in order to develop the project.

Set the learning goals: The entire process of eLearning project with understanding and defining the end goal of the learner. This will help you to formulate the length and the complexity level of the course and will also help in learning assessment to track the progress.

Decide the learning content: Once you know the audience and their learning objectives, you can frame the content accordingly. You can include more real-life work scenarios to give practical examples or make it more targeted and interactive.

Assign specific tasks to the each team: Once you design then assign specific tasks to respective team members. Ensure these are distinct components, yet well-synchronised to fit into one like the symphony of an orchestra.

Learning Project Managers need to ensure everything runs smoothly. To do this effectively, they need to have a nuanced understanding of the subject and a proper skill set to plan and handle it well. Managers should be able to tap the talents of their team members and utilize it at the best.

Planning and organising, communications, managing diverse teams, result orientation, problem solving, crisis management and to top of all, the ability to build relationship with various stakeholders. The Project Managers should also be conversant with some of the most used project management tools like Trello, Asana, Teamwork, Dropbox and others.

eLearning is a complex industry and requires a lot of planning on part of the project manager to make it a success from start to end. Technical know-how of project management and its applicability in the context of eLearning industry is what every Project Manager should look for.

6 | Measure your digital footprint

Chirag Warty

Our "digital footprint" includes all traces of your online activity, from commenting on news pieces or social media to making online purchases. When you know the boundaries of your digital footprint, and take steps to control it, you can protect your identity and your reputation. Digital footprints don't merely attract the interest of hackers or those out to steal your identity. They can also be traced by potential employers, schools, or creditors. Managing your identity clearly matters.

You've heard over, and over (and over) how you should do your best to protect your privacy and what you share online. Even if you're thinking, "I'm not really a private person, so I don't care what's out there" you really should. It's not about whether people know about that embarrassing fender-bender, or the fact that your dog Cujo has a favorite brand of food. It's about all of the individual bits of information and how it can be put together to create a picture of who you are to create a custom designed scam. Here are some tips!

Start with a search engine, but go beyond the basics: A variety of open source intelligence websites recommend you start by putting in your first name and last name and see what you get and we've all probably done that. But you can also amp up your Google game by using some search operators. An operator is a character or string of characters that can be used in a search engine query to narrow the focus of your search. For example:

Search: FirstName Lastname@ and you'll see if you can find email addresses attached to you

Look for: FirstName LastName filetype:doc (exactly like this, without any space!) to see if you can find any Word documents that contain your name. You could also swap out the file extension with other popular file types such as jpg, xls, pdf, etc.

If you search intex: FirstName Last Name you'll see results showing your name anywhere in the text

Search some specific sites: There are many sites dedicated to gathering/aggregating all of the publicly available information about people. For example, see what you can find out about yourself at:
- PeekYou.com
- Familytreenow.com
- Piple.com
- Spokeo.com
- Radaris.com

You will likely be amazed at what these sites gather all in one place. You might discover there is quite the dossier about you, including your name, age, relatives, cities where you've lived, current address, previous addresses, and more.

If you're alarmed by what you see, here's some good news: you **CAN** opt out of many of these sites. Lifehacker published a story with instructions on how to remove yourself from many of these sites, and so has Techlicious, just to name a few. Note that opting out won't eliminate this data, but it will make it harder to track down because it won't be aggregated into one place.

Run an image search: While you're using your favorite browser, don't forget to see what images may come up in an image specific search.

Check HaveIBeenPwned: A Google search isn't going to tell if your usernames and passwords have been hacked but HaveIBeenPawned can. Run by a cybersecurity expert, it's considered a reliable place to see if your email account(s) are not secure.

Check your social media: Deactivate old accounts and make sure your privacy settings on your frequently used social media sites are locked down.

For more places to dig for information, check out OSINT Framework (OSINT stands for Open Source Intelligence). This site shows you different websites that may have information about you including your email, IP address, social networks, people search engines, instant messaging, phone numbers and more.

7 | Project Management and Public Governance

R. Jayaprakash
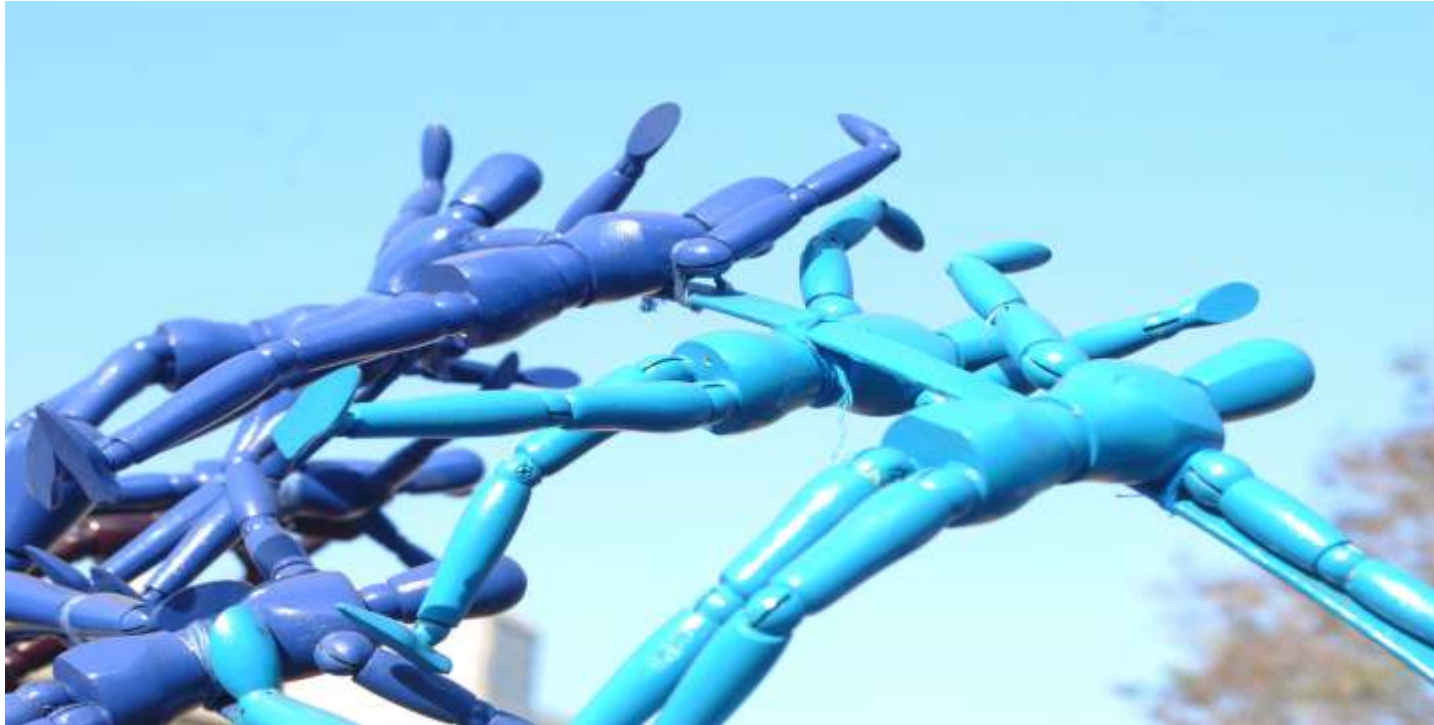
Background: A white paper published in 2017 by Project Management Institute pegged that the Indian industry would require about 700,000 Project managers every year for a decade to meet its development aspirations. That seems a very daunting number in the context the total registered Project management professionals estimated during that period was 100,000. The white paper further expanded on what organizations could do to enmesh Project management as integral to its approach to operations. Additionally, the paper also recommended government to grade contractors based on their project management certifications.

At a vision level, such recommendations seem logical and significant. For effective implementation, the public governance system should be in a position to make the necessary internal design changes. Any public governance initiative necessarily becomes a complex mosaic with involvement multiple departments and by extension multiple stakeholders. In this article, I have tried to examine this aspect using Brihanmumbai Municipal Corporation (BMC) as an example.

I am attempting to highlight that there is no dearth of Men or Money in BMC. It is management (project management more specifically) that needs to be brought into picture for improving the civic services and improve overall quality of life. I have further attempted to share few actions which good project managers can gainfully make their services available.

BMC – defining the problem: There are multitude of papers and articles on how BMC is one of the richest municipal corporations of India. To contextualize this, examine this contrast: Annual budget of BMC is approximately INR 30,000 crores (this excludes substantial layout towards capital expenditure which Central Government and state government contribute). Annual budget of all other Municipal Corporations, Urban Local Bodies and Panchayat. Raj Institution (PRI's) in state of Maharashtra are just about the same number. From per capital point of view about 10% of population is assigned about 50% of the total public funds. Examination of annual accounts of 2019-20 of the BMC further would lay out the following facts:

- About INR 7,500 crores is spent by BMC on capital expenditure (essentially development projects).

- About INR 3,000 crores is the value of capital investments already in progress (under implementation). The total value of Capital Assets that BMC has accumulated over the years is about INR 4,200 crores.

- About INR 7,900 crores is available with BMC as reserves in various investments and additional INR 423 crores as liquid balance.

- Amount receivable from various sources is to the tune of about INR 25,000 crores. This works out to about 2.5 years of tax / user fee that BMC collects from its residents. It needs to be noted that despite such substantial outstanding, the corporation still has material funds as reserves and investments.

- BMC spends about INR 11,500 crores as establishment expenses which is largely towards salaries and related payouts. Assuming an average of INR 500000 per annum per person as salaries in urban city, this would work out to about more than 2 lakh personnel working for BMC. To elaborate further there are: 227 elected councilors, 109 administrative heads (from Municipal Commissioner to various HOD), more than 75 nominated members to guide these 2 lakh personnel. Total population of people living under BMC jurisdiction is estimated at about 1.25 crores, thus there is 1 BMC employee for every 62 person residing. BMC surely would qualify as a well staffed institution.

The above figures from annual report of BMC indicates that there is no dearth of Money or Man. Despite such resources being available the low level of civic amenities and services can then be attributed to lack of management.

Project Management and Public Governance continued...

Project Management (combining Institutional framework and Individuals) – solution to effective Municipal services: It is my personal belief that for any public governance initiative Institution and Individuals have to work in tandem. If either one of the two pillars fail to live up to the expectation, then the entry to a progressive civil society would be blocked. In line with this philosophy, I am hereby proposing certain possibilities which Project Management Institute (as a organized body) and Project Management professionals (as individuals) can gainfully explore as their contribution to building a progressive society. I have articulated these from the context of BMC as a ULC, however this could be applicable to any ULB / PRI of India.

At an Institutional level: Lobbying for lateral infusion of members: Project Management Institute (PMI) would surely gain by aggressively pushing for lateral infusion of certified professionals within the public governance system. Today the emphasis is on vendors empaneled with public bodies to have some minimum level of certified professionals. This would address all projects which are specific output focused – largely creating physical infrastructure like flyovers, roads, Metro's, buildings, etc. Any urban resident would realize that effective civic amenities go far beyond availability of access infrastructure. An integrated infrastructure development which plans for all amenities like, water, electricity, sanitation, size of access roads in arterial segments are conspicuously missing. This is the case despite a lion share of revenues that BMC generates is under the head – Development / Planning charges. A simple example of project management failure at BMC would be the ineffectual implementation of SAP as an ERP for public governance. The Annual report accompanying the annual accounts of BMC qualifies many processes in ERP which are yet to be brought online despite the implementation being pursued from year 2007.

Sponsoring members to contribute as committee members: PMI could as a part of its social responsibility initiative sponsor its members to participate in ward committee's / special committees of the BMC. This would service dual purpose of promoting social awareness amongst its members and also the elected officials / personnel of BMC gaining from the professional experience of the member. Generally, such committees meet once in a month wouldn't take a lot of productive time of the sponsored members. Sponsored members can also be motivated by offering them to share experiences in various collaterals / magazines published by the PMI

At Individual level: Many professionals would find engaging in public service through political means quite a challenging task. We are generally aware of nominated representatives in the Rajya Sabha (upper house of parliament) and Legislative council (State legislature). One can be reasonably confident about the active engagement such nominations entail and thus difficult to adopt alongwith a professional career like Project manager. However socially conscious individuals do have the option to contribute to their immediate civic surrounding. There are provisions in the municipal corporation / ULC laws for the same. Whilst I mention BMC as an example, these possibilities are open in every other city too.

A city like Mumbai is divided into 17 wards. Each ward has one councilor (in some cases 2). Each councilor can nominate around 3 members to guide / suggest / ideate on improvements that their wards can undertake. Any project management professional can engage as such a nominated member in his immediate ward and bring to the table the expertise of project management to ideate and guide in development and maintenance of civic amenities and services. Such nominations to committees are for a year. Thus experimenting with such possibilities could be for a short tenure and based on experiences the member could evaluate his continuance.

Project Management and Public Governance continued...

Conclusion: As Indian's we have been exposed to two philosophies of public governance model as captured in the table below in the words of Pandit Deendayal Upadhyaya:

Capitalist / Right wing	Socialist / Left wing
"In the race, no one is prepared to stop and give a helping hand to the weak who is left behind; nay, elimination of the weak is considered just and natural. He is an uneconomic, marginal unit, not fit to exist. This is what it advocates. By the elimination of such marginal units, the economic power accumulates in the hands of a few."	"The State is made supreme and the sole authority in all matters. The individual citizen is reduced to a mere cog in this giant wheel. There is no provision to inspire the individual to fulfil his role."
As corporate professionals of current generation, we are experiencing this philosophy in different ways in day to day life. Most of us would find this economically enriching but still leaving a void at the human level.	Professionals of India from independence till about 1990's experienced this corroborated by experiences of Russians and Cuban's.

It is time we as people of "Bharat" adopt a philosophy which suits our consciousness. I heavily borrow from stalwarts from the past like Pandit Deendayal and Shri Thengadi which is further espoused by Shri Subramanian Swamy the concept of "Integral Humanism". As professionals of Modern "Bharat", we all have to examine how to participate to public governance so that it meets our expectations.

In closing I reproduce Pandit Deendayal's thoughts:

"We have taken due note of our ancient culture. But we are no archaeologists. We have no intention to become custodians of a vast archaeological museum. Our goal is not merely to protect the culture but to revitalise it so as to make it dynamic and in tune with the times. We must ensure that our Nation stands firm on this foundation and our society is enabled to live a healthy, progressive and purposeful life. We shall have to end a number of traditions and set in reforms which are helpful in the development of values and of national unity in our society. We shall remove those traditions which obstruct this process."

Lets remove our apathy towards public governance.

8 | The year 2021 rewinds…

Raphael David

How fast the year went by. I remember the day of Feb 9 2020 a Sunday at the Marriott, Andheri East where we had held our last PM Conclave2020. The theme was Reform, Perform, Transform and we were all gung-ho about our economy reaching the $5 Trillion mark. A few weeks later how the entire world witnessed an unprecedented event – The COVID19 unleashing its potent. Some economies were crumbling, and some were predicting dooms day, precious lives were being lost by the hour across the globe. News channels were dolling out reports of fatalities and how our senior citizens were vulnerable. Uncommon words like comorbid, fomites etc. became more common. We witnessed a mass exodus of migrant labourers walking for thousands of kilometers to reach their home town when they got unemployed. The population in the cities were halved. There was a total lockdown. The heartbeat of the city – The railway lines came to a grinding halt, which was unimaginable.

Pharmaceutical companies and huge corporates were having a race to invent the antidote for this monster. People were optimistic that a vaccine would be invented. There were different views that one has to have clinical trials before administering the vaccine on humans, however the clinical trials were fast tracked and our faith on the world of science was restored. However come 2021, we have the cure and many of us have been administered the vaccine and are looking forward for the second jab.

- We were introduced to some phrases like "Use COVID appropriate behavior". I guess a separate article can be written on this subject.
- COVID-19 taught us many etiquettes, one of them was how to sneeze into your elbows (Dab, which is trendy amongst youngsters)
- How to wear masks and cover your nose and mouth while in public.
- How to use sanitizers and keep your hands free from germs.
- How we adjusted to the way of working from homes. For instance, how we adjusted our daily routines like running the mixie and the pressure cooker whistles by way of not coming in the way of their virtual meetings. How company laptops were shared between parents and children.

Enough of what went in the world around us….At Mumbai Chapter, the Board Members and the staff embraced technology and adapted to the new normal. Prior to COVID-19, attending meetings virtually was debated and not accepted, however post COVID, it was the new norm. Earlier the PM Forum on a Sunday, while it was held inside a class room would at the max register 30 participants, but with Stay at home, the number of participants saw an attendance of 80+. Every Sunday we had an option to attend a different flavour of Agile and its implementation.

Our Ex-VP of Professional Development, Mr. Manoj Sarasappan took an initiative to assist the migrant labourers. We collected an amount of approximately Rs.1.35 lacs to purchase food, water and masks and distributed it to the migrants, the health workers and police personnel.

Our VP certification, Prof. Vilas Chaudhary and team conducted different courses on-line and ensured during the lockdown we continued to generate revenue.

Our VP-Outreach, Ms. Priya Patra reached out to the maximum number of chapters across the globe through the Xchange program and collaborated. We had PMI chapter members from over 30 countries who would attend our webinars. The Xchange program at PMI has become a buzz word in the PMI world.

Now we have a new Board in operation from April 1 2021 and we are looking forward to lots of new initiatives for the benefit of the members at large, hence please stay tuned and keep visiting the Chapter's website for the latest updates. *(while writing this essay a sense of nostalgia rushed through the author as he reminisced his school days 😊)*

About the Contributors'

Dr. Vinay Wandrekar has more than 24 years of industrial experience in IT, information security and pharma sector. He also holds the CISA, CISSP, CISM, ITIL(F), BS7799 LA & BS779 Implementation certifications. He is also winner of Future CIO100 and NextCSO as well as 'Infosec Maestros" awards. In addition, he has been a panellist at many national and international conferences including the India Cyber Security Summit, India Tech Conclave and Cyber Security for Critical Assets APAC Summit. He can be reached at vinaywandrekar@yahoo.com

Mr. Lakshmi Moorthy is the Co-Founder and CEO of nicheBees Technosolutions, a niche provider of Business Consulting, Digital Transformation Services to Manufacturing Industries. He has successfully grown his startup based out of an apartment to a 50+ employee organization in a span of 5 years spread across ASEAN, Middle East and Europe. He can be reached at lakshmi.k@insead.edu and Moorthy.k@nicheBees.com

Mr. Romesh SA Sankhe is a finance professional with over 15 years of experience in the Finance domain. He currently works as the Vice President - Finance (Direct Tax) at Vodafone Idea Limited.

Mr. Ajay Kumar is the Founder and CEO of Cognigix Digital Learning that specialises in providing end-to-end customised digital learning solutions. He comes with about two decades of experience in the learning and development industry

Mr. Biren Parekh is a Program manager having extensive experience in managing complex digital transformation & implementation programs in retail & corporate banking across the globe. An IT Executive with Thought Leadership & Notable Credits, he is also a guest speaker at B-schools/conferences & offers consultancy. He also regularly publishes blogs on his website birenparekh.com. He can be reached ybirenp.26@gmail.com

Mr. R. Jayaprakash is a finance and risk management professional with more than two decades of experience. JP has thrived in playing the role of consultant and interventionist. He has personally led and delivered engagements involving formulating and implementing India focused business strategy for various clients. He also has a passion for interacting with the next generation of business leaders and professionals. And is a visiting faculty with SP Jain Business School (Dubai) and Institute of Directors (India).

About the Contributors'

Mr. Chirag Warty received his Bachelors of Science in Electrical Engineering from University of Mississippi, Masters of Engineering from University of Illinois Chicago and MBA from Cornell University. His other alma mater includes MIT, Stanford, Cornell, UCLA, UC Berkeley, UC San Diego. He is a Adjunct faculty for Univ of California Los Angeles, Univ of Mumbai, VJTI and IIT Bombay. Chirag is a core member of Quanical – an organization that has consulted for conglomerates like Aditya Birla Group, Tata Sons, Reliance, Wockhardt & Danube Group for building their Employer Brand, Digital strategy, New market penetration & revenue growth.

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

Mr. Raphael David is a Certified Project Management Professional. Has over 34 years of industry experience in the IT field and Telecomm. Has rich cross functional experience in IT Services, primarily in Networking and Data Center services. Worked across multiple leadership roles in Service Delivery. Has taken up global assignments successfully. Have rich experience working in India, USA, Europe, and Middle East. Currently working in the Global Division of PMO & Account Management.

It took **Ms. Heena Thadani** four schools across three continents till graduation. Thanks to her entrepreneurial family, she 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, she's had the benefit of guiding senior management teams in global organizations to achieve their change management initiatives. Heena can be reached at heena.thadani@gmail.com

Just for laughs...
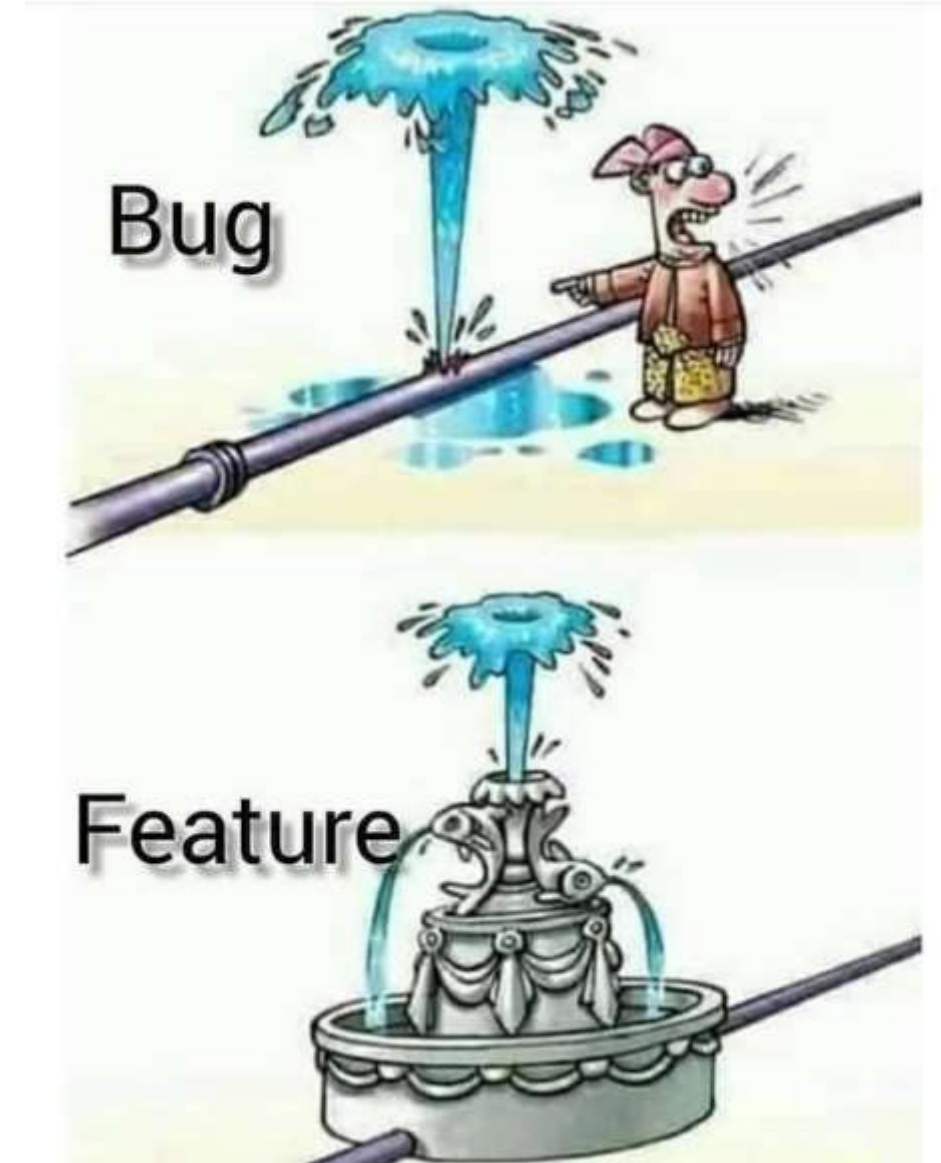
About Prakalp

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

Please note that project management professionals are encouraged to share your articles and indeed, we look forward to the same! These articles will also get the author valuable PDUs!