



Prakalp

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PROJECT MANAGEMENT INSTITUTE - Mumbai Chapter

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PMI

MUMBAI CHAPTER

Vision

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

Mission

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



On the cover page :

Ms. Akanksha Bhalla,

'Management Maestro' of Umang '07 - Annual festival of Narsee Monjee College of Commerce. Vice President Student Council in 2007-08 and Placement Coordinator at MPSTME, NMIMS. An inspiring role-model for many young students who aspire to develop an all round personality.

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"The main objective of the branch is to infuse Project Management at the academic level, so that the students are better prepared and trained in Project Management."

President's Message

Dear Ardent Reader,

PMI Mumbai Chapter's first endeavor for Academic Outreach started with the initial contact of Rakesh Gupta with Dr. Gandhi of NMIMS. Initial meetings with the management evinced interest on both sides leading to the initiation of a Student Branch. It's been two years since Mumbai Chapter has been running monthly programs at NMIMS's MPSTME.

The main objective of the branch is to infuse Project Management at the academic level, so that the students are better prepared and trained in Project Management. Also, networking between students and industry attendees leads to career opportunities at an early stage. Introduction of CAPM certifications encouraged by PMI India have added to the value of the education and helped the students in securing good jobs in recognized companies.

With this student special, the Chapter has given an opportunity to the student community to show its understanding and commitment to the Project Management profession. The expanse of articles varies from basic subjects such as Architecture to modern Space science.

The restructuring of the chapter board is underway and chapter advisor, Shri Bharat Bhagat, has completed draft bylaws.

The Chapter has decided to nominate Kummar Vaalsalam and Rakesh Gupta for the North America Leadership Institute Meeting at Washington D.C., USA. They will be showcasing the Chapter at the event.

The Chapter has instated a committee to document the processes of various portfolios and activities of the Chapter. The plan is to come out with a document within 5 months before the term of some current Board members expires.

The core committee for the PMI National Conference has been very active. Paper abstracts have been reviewed and shortlisted for paper submission. Applications have been received for Awards. Sponsorships are available for corporate entities wanting to make the most of the professional gathering and market their companies. Our V.P. – Membership, Amithanand D'Silva is heading the PMO for the PMI National Conference.

Hats off to the Student community for pulling off this first student special of Prakalp!



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Inculcating PM in students through PMI

By Prof. V. Seshadri



Prof. V. Seshadri

Faculty In Charge, PMI Branch
B.Tech. (MET), DMS

Experience:

Teaching: 15 Years
Industry: 35 Years

Mr. Seshadri is a B.Tech from IIT Bombay-1969 batch and Diploma in Management Studies from Mumbai University. He has done his Mitelstufe Teil 1 in German Language at Max Mueller Bhavan and Kovid in Hindi from RashtraBasha Prachar Sabha. Active member of professional Bodies like ASM International, Indian Institute of Metals, Magnetic Society Of India

Project Management has emerged as the most important profession in the world today, largely because of the mega development projects being undertaken both in the government and the private sector. There is consequently a growing need for PM professionals with sound foundation of technology.

NMIMS (Deemed to be University) offers a unique MBA(Tech.) program of 5 years duration which is a dual degree program with an 'integration of technology and management' leading to B.Tech and MBA(Tech.) degrees. NMIMS programs are known for their closeness to Industry and Business needs and the institute is convinced that students will be enriched by the formal learning of the intricacies of 'project management'. It is in this context that NMIMS has taken the lead to tie up with PMI-MC and the PMI –India Office to introduce various programs in PM that will foster close interactions with project management professionals and provide teaching inputs to students in PM knowledge areas.

The institute has taken the initiative to establish the first ever Student Branch of PMI – MC in the campus. This branch is very active and organizes an expert lecture once every month for its students and for PMPs residing in the vicinity. This activity has continued for the past 18 months without a break.

The Branch has also organized a CAPM program for the students and 62 students volunteered last year. The Institute subsidized this program substantially so that the students from all disciplines (B.Tech., MBA(Tech.), MBA (full time) and MBA (Pharm Tech.)) are encouraged to participate. This program will be continued as an annual feature.

The Institute is also actively exploring the introduction of a PM vertical for MBA(Tech.) students which would be accredited by PMI – USA.

In all these ventures, the institute is closely working with PMI – MC and the India Office of PMI. It is a matter of great pride that PMI-MC is launching a special student edition for its management journal Prakalp and I wish to compliment the chapter on this initiative and the students on their active involvement with the project management community.

Editor's Pen



Dear Friends,

We meet again with the latest edition of Prakalp, the long awaited student's edition! I admire the team spirit and youthful enthusiasm shown by the students of MPSTME especially Divi Khanna, who has been coordinating with the editorial team to make this

happen. The students have contributed articles which are well written, interesting and cover diverse topics all related to project management. They have an editorial team in place which has whetted the articles before submitting them.

We at PMI Mumbai would do well to channelize this youthful energy and encourage these students to participate in some of our initiatives. Perhaps they can contribute in the documentation of our processes or contribute a regular column to Prakalp, summarizing their latest achievements or newly acquired insights etc. I conclude with a vote of thanks to the MPSTME branch which has resulted in this highly readable edition of Prakalp. Let's hope the next edition which focuses on Green Project Management gets as enthusiastic a response in terms of articles contributed!

Regards,
Nilima Prabhu, PMP.

Hello Prakalp-ites,

"I belong to you"

Sounds clichéd a start of an editorial column but, yes, over the last few editions of Prakalp where we have got the best of the articles, case studies, & updates to you through our Official journal and the suggestions, comments, compliments that we have received from our now 1000+ reader base has made us really connected to all you brilliant readers.

This edition is special, because of its innocence. This is the student's special edition of Prakalp – our initiative to get the best of young minds the platform to demonstrate their skills on the pen (keyboard in these times). The team at MPSTME has put in lots of efforts to get this rolled up for all of you, and it was all the more a pleasurable journey personally for me to interact and work with this dynamic team. I hope you would enjoy reading this edition like you have always done and keep us posted with your feedback.

A big thank you for all your love and affection.

Regards,
Rajesh Rupani, PMP



Dear Readers,

Please read ManageIndia Letter from Managing Director, PMI India Raj Kalady, on the student scholarship to recognize and reward meritorious students in the discipline of Project Management from NICMAR. (<http://pmi.org.in/manageindia/volume2/issue04/letter.html>)

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Relating 'Quantifying Innovations' to Project Management

By Akanksha Bhalla

I happen to be among those who believe that it is not established procedures or pedagogical practices that should direct the actions of an individual or an organization. The reason I begin by saying this is because we all suffer from a notion that established practices are gospel. Although they may be the foundation of every project, one still needs to continuously build on them.

It is in our daily chores that the concepts and procedures of managing a project are manifested. Managing a household within the limited budget, harvesting crop in the 3 months of monsoon, arranging a wedding, assembling material for a magazine, organizing a college festival, it all involves project management (PM). The essence of PM is pervasive and capturing. It might be a formidable task, but one can begin by acknowledging the fundamental yet significant nature of this subject.

'Quantifying Innovations' was one of the projects I had taken up during my management internship that harbored a greater sense of project management than the others. Time constraint and my intense passion for the subject made it quite a task to finish. Passion often leads to perfectionism and perfectionism is not good for time. In a resource constrained environment one should be willing to make compromises that don't hamper the quality of the final product, and at the same time excite and inspire a creative mind.

In the team of 3 we began by dividing our work. One collected relevant articles and patiently read through all to shortlist the apt ones, the other went deeper on the shortlisted articles while the third entered the desired parameters on an excel sheet. This was followed by heavy brainstorming sessions, discussions on the points that we differed on and some conflict resolution. Many elements of PM were inter-woven in the project and I have touched upon a few points below. While here I am drawing examples from a small assignment, it does not undermine the pervasive nature of PM.

- **Scope Management:** Quantifying innovations as an assignment was a very open, unrestricted topic but maintained validity of the research.
- **Risk Management:** Working on an excel sheet format when other teams restricted themselves to doc form.
- **Team Management:** Disputes & disagreements were inevitable; although one can get major revelation in the process that also can play havoc in completion of the project.
- **Quality Management:** Brevity and unobtrusive way in presenting the analysis.

The downside of PM is its very close association with the business world. Satisfying clients or consumers, meeting deadlines, beating competition and similar agenda has made PM to be viewed in the light of being very commercial and profit oriented. For this reason I sometime like to call PM as constraint management as it brings a positive connotation to the appeal of the subject. Marketing PM simply as an academic subject or a deviation minimizing and success enhancing tool will add little value to its future. It is rather a support tool that is associated with giving the ability to transcend and transform the current state of a project. A tool that people and organizations worldwide can connect with rationally, emotionally and psychologically. However to be able to achieve such high energy level one would have to begin by widening the scope of PM in our minds.



About Me: I am a final year MBA-tech student. I am currently specializing in marketing after having finished the engineering program in Telecommunications. Overall, I'm a proactive individual, actively involved in a variety of co-curricular activities.

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We see and understand things not as they are but as we are

By Jasmine Sarkhazi

History relies on primary sources such as eye-witness accounts, books written by someone or paintings made by someone. The fallibility of eye witnesses makes the account inaccurate. Each person interprets the incidents differently. False memory also may result in fallible account of an incident. Depending on the interest & emotions of the person who is reporting, the incident may be modified to suit his preconceptions.

Human perception is affected by stereotypes, interests and expectations. Every individual possess a different opinion that may be formed due to personal experience or exposure to a certain environment. The issue I discuss is whether all humans perceive things in a standard way or is this ability to understand and make decisions continuously affected by external factors. The claims are made in relation to an individual's perception and emotion.

It does happen often that we fail to see the truth. 'To see' doesn't necessary mean using our visual ability. It implies to take in the knowledge, to comprehend. When the word 'see' is used 'perception' is what first comes to my mind. The two steps involved in perception are observation and interpretation. We see things in the first stage and then interpret them. The problem arises during the second stage. Often we see a pattern in the clouds when there may be none present for another person. This is known as Pareidolia. There is no pattern yet we perceive it to be.

Expectation bias is the result of our expectations influencing our perception. Whenever a person is under a strong emotion, he or she sees the world in that light. The weather becomes a reflection of his good or bad mood, even if it is the same rainy weather. Strong emotions limit a person's ability to see the world clearly. That's why the phrase, 'when in love a person sees the world with rose-tinted glasses'. Everything seems perfect and so we fail to see the faults of the person we love. The same person is full of faults once we start hating him or her. This is how emotions limit our understanding.

History is one of the areas of knowledge that is affected by the way we perceive things and our inherent emotions. History relies on primary sources such as eye-witness accounts, books written by someone or paintings made by someone. The fallibility of eye witnesses makes the account inaccurate. Each person interprets the incidents differently. False memory also may result in fallible account of an incident. Depending on

the interest and emotions of the person who is reporting, the incident may be modified to suit his preconceptions.

People having strong faith in religion often see miracles happening or believe in religious experiences. The interpretation of incidences is such that it suits their religious beliefs and so they name it a miracle. In human sciences, when people are observed and predictions are made regarding their behaviour, it is highly probable that they may be inaccurate. This is due to the Hawthorne effect. People tend to perform and perceive things differently when they know that they are being observed. The act of observing human behaviour affects this and thus the predictions made after observing the behaviour are inaccurate.

To conclude I would like to say that we do see things differently but what makes us all unique is our ability to see the world differently. Sometimes it acts as an obstruction in our path of knowledge, in another occasion a different perspective might aide in providing a new solution that was not thought earlier. In areas of arts and sciences, perceptions and emotions have the ability to create wonderful master pieces. New ideas, new initiatives, an art-work or a literary master piece are all result of a complex human mind. The ability of viewing things not as they are but as we are, gives us a tremendous scope to transcend our horizons.



About Me: My name is Jasmine Sarkhazi. I did my International Baccalaureate Diploma Programme through Fazlani L'academie Globale. I love writing short stories and poems and am currently working on my novel which i intend to publish before i graduate. I also love painting and drawing. Creative writing is my passion.

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PROJECT MANAGER: Is It A Valid Profession?

By Divi Khanna

I have come across this debate a lot of times. One group appreciating the concept of business administration studies, the other considerably on the edge to deny that business studies do you any good. The argument is whether business studies are learnt in a classroom or whether an on-job experience is a prerequisite. Both the groups seem adamant on their perspectives and here I try to discuss these rather striking different views in the length of this article.

A clichéd phrase by an over enthusiastic professional: 'Business leaders are born; everyone else around them is a follower striving to learn business management to the best of his capabilities.' One needs a real business environment where he/she learns to adjust, adapt and grow with experience and time. Running a successful organization cannot be learnt through any classroom course. No wonder the Harvard business school was doing some serious thinking when they established the case methodology of learning. So it is appropriate to jump into the business arena and learn while you apply your common understanding in day to day activities. A project manager cannot be developed in a classroom. Essential is the learning grasped while conducting a live project.

On the other side, we have the college deans and professors who elaborate lectures with the importance of a particular concept. Thorough knowledge of these concepts is the most essential ingredient for success in a professional career. The first important aspect of getting into a good career profile requires effective credentials. The certifications that give you an edge over your colleagues are in vogue, all complete with theoretical concepts, jargon terms and equations. Better grades, more certificates and a strong academic background increases your chance of a good early leap in career. A project manager can gain a strong foothold in his organization with a project management certification.

So now we have reached the juncture where both the houses do not seem to agree with each other's perspectives. If management can be taught and learned in institutions, how does the real environment make a difference? Can all the laid down rules of project management be grasped in a classroom

lecture? If yes, then a project manager can be tailor made. But, the real corporate environment teaches a professional to learn the intricate nature of dealing with a project. Not only you need to be aware of the subject matter in concern (a real balance sheet), you also need the soft skills to deal with different social and psychological aspects.

Opening my stance, I assert that my original opinion has undergone a change in the debate. I used to agree that business management is a dynamic profession that does not require a rigorous academic background. This opinion was transformed by my personal experiences of working in projects and interacting in an unpredictable dynamic environment. The concepts that business management teaches you may seem simple to grasp, but in daily business activities we generally tend to miss the simpler picture. Learning business management is possible. It is as essential as documenting your work for future reference. It teaches you to perform simple tasks with efficiency and increases your work productivity.

To answer whether project management is a valid profession, it would be biased to present a precise picture. Project management is learnt in a live environment as much as it is learnt through academic concepts. Application of theory is the suitable role for a project manager. One cannot gain expertise just by learning and not applying the knowledge. And when the learning seems to subside there is always a route back to academic schools to learn the simple terms that can help you see the complex situations, break them into easier parts and create a new solution for yourself.



About Me: I am currently pursuing MBA from NMIMS, Mumbai. I have recently gained the CAPM certification from PMI.

I have interests in the area of renewable energy research, microfinance institutions and public policy. I am looking forward to career prospects in the field of Research.

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LEARNING THROUGH CHALLENGES

By Sankalp Kohli

“How can one believe that a challenge can really change the virtue of a person, a project, a team or for the matter of fact even a company provided it is taken in the right spirit?

How can one complete a project on time without compromising on the quality, in case there is a delay in almost all its activities?”

A project, in the simplest terms, is defined as a mutual endeavor/enterprise with a specific aim. Whatever may be the genre of the project, whether business related or a simple college activity or a day-to-day task to be accomplished; one needs a few things to get started.

While working on it, a project is generally broken down into a collection of various activities or tasks needed to be performed in order to achieve the desired result. In order to execute the project successfully; one needs a firm plan that defines the chief aim and each member's role, an outline of the project structure, resources to run the project, excellent references and research work, etc. Any delay caused due to either the absence of a working plan or the resources, like their shortage or hindrance due to their non-availability, can put the entire project team in a dilemma. Such a situation, which takes more effort, brain power/knowledge and determination, can be described as a 'challenge'.

Concerning this discussion, there are one-two questions that have always held my attention, and they are, “How can one believe that a challenge can really change the virtue of a person, a project, a team or for the matter of fact even a company provided it is taken in the right spirit? How can one complete a project on time without compromising on the quality, in case there is a delay in almost all its activities?” These questions capture the essence of what a 'challenge' is.

To answer this, PMBOK mentions about various techniques like fast tracking, crashing various activities, etc. However, my range of knowledge regarding this broadened recently, during my internship in one of the top notch organizations. After a halt in the flow of the project, efforts were on to put the project back on track, though the approach which finally

emerged successful was a more orthodox and effective technique.

I, along with my team was working on a consulting assignment for the organization. Everything was going as planned but suddenly we were informed that the date of submission of this project was 2 weeks prior to what we had thought. Crashing of activities or fast tracking or pulling in more resources was really of no use for us. With each passing hour our hopes to complete the project were diminishing. In addition to all this, we were facing immense criticism from our seniors, but the team took it as a challenge and performed higher than its actual potential to complete the project perfectly, on time. We delivered the assignment to our client 2 days before the deadline and seeing our proactive nature the client awarded our company with one more large value project.

After this first-hand incident, I have been convinced, with evidence, that a challenge can actually change the virtue of a person, a project, a team or for that matter even a company, provided the challenge is taken in the right spirit. The entire team must be willing to take up the responsibility and give its best shot by working to the best of its capabilities; so that the result is a positive difference. Thus, taking up a challenge tests our self-management skills and confidence levels, which boost up noticeably when we emerge outright winners.



About Me: I am a final year MBA (Tech.) student at NMIMS, Mumbai. My interests are blogging and sports. I strive to give my best in whatever I take up in life.

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Project Management in a Legal Profession



By Utkarsh Grover

Professional conduction of an activity, be it technical or professional requires effective management. In a legal environment, managing a legal task requires more attention than actual paper work involved. A legal case from the perspective of a lawyer is a project he needs to complete. Every case is unique and has different stakeholders involved who expect the lawyer to complete the task in the most cost-effective and time constrained manner. Here I would like to relate the knowledge areas of project management with the simple jobs in a legal environment. Each area can be targeted with a systematic approach that would ensure that a legal case is prepared strongly.

1. Project Integration Management: This knowledge area combines the various considerations that have been established in the other knowledge areas. It helps in striking a balance between the scope of the cost, the cost that be borne by the client, the schedule that should be prepared analyzing the risks involved and the resources that are allocated to the case.

2. Project Scope Management: While dealing with the aspect of scope, the lawyer must be clear on the requirements given by the clients. Special consideration must be given to objectives that need to be achieved. Various project management techniques that help in consolidating the scope of a project include brain storming and mind mapping to jot down all ideas that need to be analyzed.

3. Project Time Management: Time is the most important factor in dealing with a legal case. It is the area that requires a vigilant control to avoid delays in closing the case. A Gantt chart can be easily created and will help in developing a proper schedule for a case with the resources available.

4. Project Cost Management: It is essential to develop a cost estimate and discuss it with the client team to ensure that both the law firm and the client agree on the budget. In many situations a budget constraint may hamper the various case routes available in the legal situation. A correct assessment of cost can clarify the scope for the case.

5. Project Quality Management: Although it is very difficult to decide a quality benchmark for a legal case, but a law firm can definitely create its quality standards of providing legal service to the clients.

6. Project Human Resource Management: All the people who are involved in the process of legal cases need to be managed to unsure that costs do not rise beyond the expected budget. This consideration should be made by the legal firm while allocating their in-house resources on a particular case.

7. Project Communication Management: A proper channel of communication within all the stakeholders (that includes the client team, attorney, legal staff and paralegal assistants) ensures that information is maintained up to date and no conflicting views arise that may hamper the progress over a case.

8. Project Risk Management: Analyzing the risk associated in a legal case helps in determining the alternate strategies that should be taken to mitigate the risk situation. A decision tree can be mapped to chart down various case routes that are probable in the risky conditions.

9. Project Procurement Management: This area can help a lawyer to effectively management the legal documents and paper work that have to be procured from different departments and agencies involved in the case.

It is indeed a virtue to consider the well laid paradigms of project management in formulating the tasks involved in a profession. A systematic approach can ensure that a professional completes the task by maintaining the quality standard of his organization and complying with the needs of the client.



About Me: I am a MBA (Tech.) student of Information Technology at NMIMS, Mumbai. I like playing volleyball in my spare time and working for social issues to bring about a positive change.

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NEVER GO DOWN: RISE FROM THE ASHES

By Varun Iyer

With a burning desire to achieve the goal one will not accept failure as an option and strive to reach any length to get what he wants.

The happiness and satisfaction one achieves at the completion of a task is rather different. Once the task is successful, we experience the feeling of having accomplished something worthwhile along with an inner joy that encompasses the arduous efforts. On the contrary, if we fail at the undertaking, we are dejected, and often blame the circumstances for our failures. I want to divert this mindset and its attention from the horrifying past to glorious future. This article makes you look at the bright side of the situation and helps one convert his/her depression into something constructive that can lead to a better future.

For instance, if one fails to make it to the CFA Institute, he can write a thousand articles accusing the CFAI for lowering the results drastically or for not having that transparency of a world-class examination system, but that is not what should be significant right then. I have this complaint as well but the key lies in disregarding it at the time. One should focus on what he can do to improve his future from that point. Focus not on the past but on the future; focus not on the result but on the preparation...

Regarding the few comments where it has been mentioned that students leave this course when they fail more than once; I would like to mark to them that success is often just one step ahead of the point where they gave up. So, they must hang on, because tough times do not last forever. One must not be completely depressed by failure and should look to improvise the situation at hand. The person must continue trying till he succeeds.

"Either I'll make it happen or die trying..." Justifying this quotation, I would re-iterate an example by Napoleon Hill - a great warrior sailed with his army to their enemy's country and then ordered the ships burned so the men would have a choice only between winning the battle and perishing by

loosing. An effective way to inspire as the warrior's troops succeeded in bringing down the enemies.

Any person who desires to win in any task must be willing to burn his ships and cut all sources of retreat. Only by doing so, can he be sure of maintaining that state of mind known as the 'Burning Desire To Win', which is highly crucial for success. The warrior's army won the battle even though they were greatly outnumbered. The reason being the men had a burning desire to live and return home. Winning was thus, the only option available.

Without a strong desire to succeed one will most likely quit when things don't work out as planned or when problems arise. One could also be tempted to quit when friends and family try to convince him that his goals are crazy or inapt, or that it is a waste of time to chase dreams. In such cases, one tends to become a more failure focused than a success focused persona.

With a burning desire to achieve the goal one will not accept failure as an option and strive to reach any length to get what he wants. As Edmund Hillary puts it, "It is not the mountain we conquer but ourselves", implying that we must ignore the negativity and continue working hard to realize our aim.



About me: I am an MBA Tech student pursuing finance from NMIMS, Mumbai. I love finance and am passionate about it. I also have a keen interest on project management. For that, I look up to Reliance. I feel it is a company with

excellent project management expertise and financial acumen. I would like to work in a treasury. My hobbies are reading and playing chess.

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Project Failure – Will you be a Victim?

By Ghanshyam Gupta

Do you ensure that your project schedules and milestones will be met? Before giving a nod, wait! There is something in store for you. While I was scanning through the Internet, I came across certain statistics that revealed the harsh realities of project management. Let's start by highlighting few of those statistics:

Where we stand:

According to the report presented by the Standish Group, about 32% of the projects were successfully completed, 44% of the projects were challenged and 24% of the projects failed during the year 2009. Challenged projects were categorized as late, over budget, or having an undefined scope. The figures revealed that there has been a significant dip in the projects' success rates. Often, we tend to highlight the positive aspects and neglect failure. However, how are we going to work upon our weaknesses, if we do not acknowledge them? So let's discuss about some of the key areas of project failure.

Project Management Issues:

• Inadequate tracking and reporting: First and foremost, inappropriate methods of tracking a project's life-cycle and inadequate reporting requirements can thwart a project's success. While I was doing my internship at Mastek, I worked on the International Personal Finance Project (IPF) that provides small and unsecured loans in a managed way. Loans are given in the range of £200 for a short period of 2 to 6 months. IPF remains in operation since the past eight years. Some of my key findings towards IPF success story can substantiate their progress.

Appropriate Planning & scheduling were a crucial part of their activities. Code review & meetings with shareholders were carried out on a periodic basis. Moreover, the management's positive frame of mind and the means of employing the best practices (without employing any assumptions, never allowing any error unvisited) laid a foundation for success. Do all organizations follow such practices?

• Inexperienced Managers: A case study on 'Canadian Problems with Large IT Projects' states that few projects undertaken didn't have a well defined scope and were handled by managers who lacked appropriate skills and experience to manage such large projects. Poor project management led to long delays and large cost overruns ultimately leading to project failure. Resource Management is indeed the most important activity in project management - placing specialized people in their areas of expertise.

During my internship, I witnessed certain crucial steps taken up by the management. Seminars and training for employees (even managers) were conducted on regular basis. This aids an employee to learn, contribute and grow. Why not every organization follows such practices? It is indeed an investment that reaps positive results.

• No change control: A change control mechanism should be in place to ensure that requirements are met as they are realized for a project. CCD release (Customer change request document) must be thoroughly reviewed. Requirements can keep mounting up, leading the overall project out of scope.

It's rightly stated that the winds of change don't stop. And they mustn't. For with every change, comes a new birth, bigger opportunities and the ability to reinvent oneself. Every project has some limitations. But failures can be avoided by employing the best practices to favor the project's growth.

What needs to be done?

- Be aware of customer needs and help them enhance efficiency & enable growth.
- Focus on execution to deliver superior quality.
- Manage cost and operations optimally.
- Achieve the target value in resource utilization, agility, scalability and business needs.

With the advent of new technologies, the need for more sophisticated software product has arisen. Managers must constantly update their knowledge & adopt new technology. This allows organizations to innovate & provide high-end service delivery. Ensuring right activities at the right time would never let your project fail. So, what are you waiting for? Start employing the efficient project management techniques and reap long lasting benefits.



About Me: I am a student of MPSTME - 3rd Year MBA-Tech (IT). I am diligent, passionate, dedicated towards my work. I tend to utilize my spare time surfing articles related to projects - sharpening my skills, listening music & playing sports. I believe, Project Management is a journey towards success.

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Documents of a Journey

By Rishabh Iyer

Unlike any other internship, my internship began at the Mumbai International Airport. I boarded my flight at 2:00 AM and with butterflies in my stomach I awaited the eight hour journey to Wuhan, China. Located in Central China, Wuhan is unlike metropolitan cities of Beijing and Shanghai. A representative from New Oriental School greeted me with a sign, welcoming me to the Far East.

New Oriental School is one of the leading private schools for learning English in China; they have almost 150 international teachers teaching in various parts of China. Wuhan is a university city, comparable to any second tier Indian city like Pune. Many who come to New Oriental fall under the age category of nine to fifteen years old, although there are many from college and you may find a few housewives and private business owners.

Due to my limited knowledge of Mandarin I was placed in the Comprehensive Department to improve spoken English. During my training period, I revised previous teachers' training experiences, learning how to handle a tense situation in class, how not to start a debate about a controversial topic, how to deal with not knowing answers to a particular question and so on. My training also included watching other teachers for a period of 16 hours.

Soon enough after one week of being in Wuhan, China, I was allowed to take my first class for XiShi Jan, a student who was preparing to go to the University of Beijing. Like most people, I had a few jitters as the hour arrived but as soon as I met my student everything seemed to calm itself. XiShi was 18 years old and had just graduated from high school; she was excited to see that her teacher was as old as her and had a lot of questions for me. Teenage students in China usually speak the best English, having learnt it in school and from television shows, they only need help in correcting their pronunciation and with removal of the heavy accent.

During my four months of teaching, I taught various levels of student. Some who were almost fluent, some who needed

help forming sentences, some who I taught grammar and beginners who only knew how to read. Teaching beginners was the toughest task, because as English teachers we were not allowed to help them translate literally from Chinese to English, but with the beginner level their first instinct would be to speak in mandarin.

During the month of July, Wuhan New Oriental held a summer camp, where students from all over the city participated in a week of learning English. These were called the I SAY ENGLISH camps and were publicized all over the city. For each camp, lessons were planned that included taking ideas from students and then teaching them the topic of their interest. We improved their English by showing them documentaries, playing word building games, and also by role playing. Each teacher also put either a dance or a song or a play which the students would practice each day and then on the last day of summer camp would perform it in front of the other classes.

This was my closest experience in managing a project. Although, it does not entail the traditional commercial aspects of project management, it involves similar techniques. My project was teaching students in a school of China, which taught me so much in terms of social adaptability that can match the experiences of a fresher just joining an international team. In the global world where boundaries are reducing to just lines on paper, knowing the needs of someone sitting right across the globe is essential. Every year I think of taking up that offer and going back to my favorite internship.



About Me: I am a young budding witty mind, my creativity & ideas flourish when exposed to other intellectuals & magnanimous landscapes. Eager to learn, I like debating with independent thinkers. Quirky as I am, it takes a little getting used to me but once you get past that, you will find me pretty delightful.

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Representing my class has never been hectic

By Nikhil Bhatia

“Individual commitment to a group effort - that is what makes a team work, a company work, a society work, a civilization work.”

"No lectures tomorrow, enjoy!" this is a statement that would define me for the last four years. Getting lectures cancelled, arranging mask bunks, getting tests postponed, arranging trips and visits is all that I have done. To assert, it has really been an amazing experience, though easier said than done.

Being the Class Representative (CR) demanded clear communication with my classmates, faculties and managing schedules that would keep everybody happy. Classmates expected solutions that would favor them best. They would want classes to be arranged in such a way that they do not miss an affordable early morning show at a multiplex theater. Others did not want to disturb their sleep, yet did not want to default in their attendance. On the very opposite side of this scenario, faculties wanted me to act rational. They expected good attendance, timely assignments and some extra lectures (yes, this is what they think is rational). Trapped in this situation I knew I had to balance the whole thing. And this is how I decided to manage.

Communicating with 25 classmates was the first and the most important task in hand, though not an easy one. I tried arranging a message chain to circulate notes and schedules. It did not work that well, so I made a SMS and an email group. I realized communicating directly with everybody (through SMS's) in the class made a better impact. The next thing was to develop a rapport with the faculties, my good GPA did that for me. Having strike out a balance between the two sides with clear communication made my job a lot easier.

Next, rather than taking all responsibilities on myself, I divided tasks like distributing notes, collecting assignments, etc. to individual students of my class. All I did was to write a mail on what task needs to be done, who would be managing it and what the deadlines are. Everybody followed it and this made things smoother. We started getting comfortable with the whole system, and most importantly I did not have to overload myself with work.

An important learning experience came last year as we decided

to organize an industrial trip. We needed to formulate a plan. I spoke to the people who had contacts in some companies where we could go, and in no time we had decided on a location. It was ISRO Space Center Bangalore. One of my classmates had her uncle working there so she managed all permissions from ISRO. The next set of approvals came from college, we had the Joint Gen. Secretary of the student's council from our class, she helped us in reaching the management.

Next was the budget in which three students from the class got together to work. The budget went to the committee for signatures and after lot of negotiation we settled and the trip was approved. People who stayed around the railway station got the tickets booked. I took care of all the financials from the college. One of us handled the bills, someone else handled transport and two took care of trip reports. Everything was divided, no one had a lot of work to do so we all had an amazing trip and some very good memories in Bangalore. We all managed a trip which emerged out of an argument, participation and inputs from everybody around helped me arrange it in less than 15 days.

It has been the support and the joint effort from the whole team (in this case my class) that has made us win every battle. Team spirit is learnt best in colleges and I have surely gathered the best experience. And this quote by Vince Lombardi makes a perfect sense for me- "Individual commitment to a group effort- that is what makes a team work, a company work, a society work, a civilization work."



About Me: I am a fifth year MBA (Tech.) student at Mukesh Patel School of Tehnology Management & Engineering, NMIMS, Mumbai. I love playing cricket and exploring new places. I wish to take up challenging roles in the financial service sector in the coming years.

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Knowledge Management

By Jayna Maheshwari

Introduction: Knowledge is one of the key strategic assets for any company. This knowledge can be in form of tacit knowledge of employees, or explicit knowledge in form of reports, documents, manuals, procedures etc. It is a challenge for management to 'know what it already knows' and to capture and reuse the invaluable knowledge of its employees, often gained after many years of work experience. When organizations merge, downsize, reorganize, or organizational culture changes; priceless knowledge is lost or buried under new information. This is one of the main reason why Knowledge Management has become so much relevant today. Knowledge Management can be defined as 'a systematic approach to capture, store and redistribute the knowledge which is available with an organization'.

Through this article I would like to share my Knowledge Management experience during my internship in a leading IT company. The objective of my project was to create a reusable process repository for the SAP Business Unit of the company. The repository captured the SAP related details of several business processes belonging to different areas like Sales, Procurement, Manufacturing, Maintenance and Accounting. It was built using the tacit knowledge of the SAP consultants as well as the explicit knowledge available with the company in form of business blueprints and other project documents of the implemented or ongoing projects.

Benefits

First it is important to understand the benefits of this repository. Since the repository captures the knowledge from already implemented projects, its reuse will help in reducing the implementation time of the future projects. Also, since the content of the repository has already been cleaned and refined at the time of creation, it will help in improving the quality and reliability of the new projects.

KM Process

The project was carried out in several phases which included data extraction, data cleaning, data storage and preparation of support documentations. The first phase required extraction of data from business blueprints of various implemented and ongoing projects. The next phase required filtering the relevant data for the repository, which required the tacit knowledge of SAP consultants. These SAP consultants, from their project experience helped in identifying the processes that would contribute the most to the repository. Also, if there was any inconsistency in the data, it was corrected at this stage. Once the data was cleaned, it was used for repository creation in SAP Solution manager (a Platform which supports the entire life-cycle of a solution). Finally, support documents were prepared

to provide guidelines for using the repository.

The repository can now be used as a reference for future projects & the knowledge from those projects can be added back to the repository to keep it updated and relevant.

Challenges

Two of the key challenges in any knowledge management project are the adequate top management support and employee contribution. The top management support helps ensure that the knowledge management efforts are fruitful. For the repository project, the top management was very enthusiastic and offered all the support and resources required to complete the project. The more difficult task was to get contribution from the SAP consultants who are typically occupied in other project implementations. Convincing them of the significance of the repository and persuading them to extract time to contribute were the major challenges.

Conclusion

The project was a great learning experience as it helped me understand the relevance of knowledge management in IT industry whose main asset are its employee's knowledge and experience. However this project can be called successful only if it will justify its Return on Investment (ROI) which can be in form of time savings, increased output, increased employee engagement, satisfaction level etc.



About Me: I am a CAPM holder currently pursuing MBA (Tech.) Information Technology from NMIMS University. I am the Vice President, Certification & Training, PMI Mumbai Chapter, NMIMS-MPSTME Branch. Also, actively involved in social activities at college level.

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Views on the Project Management of My Nation

By Rohan Arora

The most efficient way of working and the most important principle for managing an organization is that everyone must be involved in the game. Decisions ought to be taken by one, but it is also essential to break through lumbering bureaucracy and convince subordinates that their ideas matter. Involve everyone in the process and results will be delivered. These methods that we tend to apply in our organizations also apply to our homes and our nation.

Over the decade there has been a buzz of India's growth. But let us actually be a bit more sensitive to the things happening around us, which most of us tend to neglect. We come across illiterate impoverished fellow-men each day. A train journey onboard the Dehradun Express from Mumbai to Delhi was a mind-boggling one. Only made me wonder as to where are we heading? Which 9% growth or India's growth story are we referring to? Rise in the income of a certain section of the society and the rest being subjected to inflation and price-rise.

Dehradun Express chugs along the so called Mumbai - Delhi Corridor, which hosts an average 50% of India's Gross Domestic Product. One can imagine the condition in other parts, where means of livelihood are meagre. Being educated, we discuss and deliberate on issues like our corrupt bureaucratic system, corruption, illiteracy, poverty which inhabit our country. But we never think how we as individuals, or a group of individuals could make a contribution in our own small way.

Let us take an example. When we all are above the age of 16, we apply for a Learners' Driving License. In most cases, we are look out for a driving school run by agents / middlemen in our locality and apply. Short and a simple process, no hassles involved. But I feel we being the youth, the future stalwarts of our nation must think differently, if we want our nation to be one of the super-powers. We have access to an ocean of information, The Internet. Rather than merely using it for social networking, we can use it to access information, and a bit aware.

What is happening in my country? What is the right procedure to procure a learner's driving license? Search for it and you will find the procedure involved online. If the amount to be paid for a license is just Rs. 50, is it worth paying Rs. 150 to the

middle-men, to bypass the system? The system which has been set-up for our safety, so that we are acquainted and well-versed with the rules, the sign and symbols which we ought to know, as we will come across them as we drive in any corner of the world. We tend to bypass the system at our own-risk. Who are these middle-men? Whom are they for? They are for those individuals who have been devoid of education. But we are literate, and thanks for being educated enough for continuing to read my article in this edition of Prakalp.

We being educated citizens, can surely initiate activities to empower the impoverished illiterate fellow-men of our nation. It may be in the form of imparting them with basic education which most of us are well-versed with. Education is one of the most important means of empowering the common-man with preliminary knowledge, skills and self-confidence. The qualities which are essential for effective Bharat's (India's) development and objective of inclusive growth. Its high-time that we as responsible citizens of our nation, initiate this change. Just mere talk won't do. If we want to see a change, we need to be a part of it. I am not asking anyone of you to go out of the way. Simple steps which we can follow:

1. Exercise our rights
2. Fulfill our duties
3. Don't bribe but curb corruption

Prove that we are an educated generation who are here to bring about a change. The thing at the end is, 'We are people the citizens of India who can bring a change no one else can', A small change in our thinking can change the fate of our nation as much we strive to change the fates of our organizations.



About Me: I am an engineering student at Mukesh Patel School of Technology Management and Engineering, NMIMS. An open-source enthusiast who loves experimenting with different Linux distros and feels that Linux users in India must propagate the use of Open-Source. In my

free time I like to read, travel and experiment with new gadgets.

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My MBA Experience with Sports

By Ronak Hiren Vora

"Trying to manage a project without project management is like trying to play a football game without a game plan." As the quote depicts, success in any area is dependent on the presence of a working plan, even if it doesn't involve serious board-room projects. The culture of applying management knowledge has spread to sports as well, for e.g. in football where 'managers' take charge of their respective club. This trend of sports management has caught up in India as well, though it is just the beginning. Being a sports fanatic, I seized the opportunity to turn my area of passion into my career by opting for the sports management program.

Being a part of a sports management program in a city which is driven by sports, was a superb experience. Comparing with other urban cities of India, Kolkata is quite dull but when it comes to sports, the city is much more active than any other in India. The city has fervent emotions for former Indian captain Sourav Ganguly. There were 20,000 people at the Eden Gardens when he was playing a Ranji Trophy Match. The city doesn't love only Cricket but people love Football even more. The rivalry between East Bengal and Mohun Bagan is very famous. In the clash between these 2 teams at least 1,00,000 people go to the Salt Lake stadium which is of the capacity of 1,30,000 people. Club Culture is still present in the city. It is a wonderful city for an upcoming sportsperson.

I came to Kolkata for pursuing a post graduation in sports management. The course was as good as any other MBA Program. We learnt management fundamentals in the context of sports. All the classroom sessions were very interesting and they were designed in such a manner that they help us in the practical scenario. The subjects in sponsorship and broadcasting have helped me in making proposals for potential sponsors and partners. Sports Marketing has taught to make a detailed marketing plan of any event or service. Socially inclined subjects like Sports Science touch upon our daily lives as well.

I have understood how sports and its bodies are governed in India and across the globe. The picture became apparently clear on why India is not one of the best nations when it comes to sports; owing to the lack of good facilities, lack of educated administrators in the field of sports management and the mindset of Indians who look at sports only as a hobby/pastime.

The course helped me to understand the business of sports. There are lots of opportunities in India for sports business as it is a growing industry. In cricket, the Indian Premier League (IPL) is a landmark but that is not the only big thing. Following IPL's footsteps are the upcoming boxing league and the basketball league, the latter being organized by the National Basketball Association (NBA). The Hockey World Cup got a good support with most of the matches sold out. There are talent hunts coming up as well for different sports. Big companies like Tata, Videocon, Mahindra, Allianz, etc. are sponsoring these events and talent hunts to promote sports in the country.

Still, many things need to be improved. I believe that to develop sports in India we need professionals in the governing bodies, associations and federations. Political leaders can do some great work for sports but unfortunately in India the leaders are misusing their power. To develop the infrastructure of sports we need to use Public Private Partnership (PPP) Model, so that money from the government and private investors can be used to build stadiums. According to me, creating good quality infrastructure can help Indian Sports in a better manner than hosting Commonwealth Games.



About Me: I am passionate about a career in the sports management industry. I am pursuing PGDSM - Post Graduation Diploma in Sports Management from Indian Institute of Social Welfare & Business Management, Kolkata. I have got an opportunity to work with The Sports Gurukul, Mumbai.

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Understanding How Project Management Principles Can Be Applied To A Daily Life Situation

By Rudri K. Mankad

The first thing that comes to our mind when we hear terms like project management or principles of project management, would be something related to the business administration sphere. However, Project Management can be applied to projects which we handle at college level, or even in spheres very different to business. Situations like organizing a cultural/technical/sports festival in college can also be regarded as a project since it involves research, a systematic approach and has a definite aim, which is along the lines of a project's definition. The major advantage of a project management approach is to make the entire handling easy and efficient.

There are many ways in which projects can be handled, some of the methods being agile, interactive, incremental etc. In all the methods, the steps remain the same; it's the approach that differs. Depending upon the requirements of the project, different approaches are used. Here we are considering the traditional project management method to manage our project, a real life one.

What is Traditional Management all about?

Traditional project management involves very disciplined and deliberate planning.

Tasks are completed one after another in a sequence, requiring a significant part of the project to be planned in advance. The strengths of this approach are its sequential nature which requires one to jot down all the requirements before-hand. This approach though is not always feasible, which comes across as a weakness, the other one being that projects rarely follow a sequential flow.

Basic project handling takes place in the following steps:

1. Project Initiation: Here, with respect to our project, which is organizing the festival, we list down the basic requirements

- ✦ Collecting list of all the events which will be included in the fest
- ✦ Vital things like short-listing of venue, dates etc.
- ✦ Estimating the total budget
- ✦ Listing down the departments required to handle the events as per categories

- ✦ Allotting the department heads
- ✦ Deciding the theme, if any

It is important that all of the above are taken care of properly since they go in the forming the backbone of the project. All the requirements have to be managed before hand since going back to this stage could pose a hindrance and could cause a delay in the completion.

2. Project Planning: Detailed planning of the entire festival takes place here. It includes

- ✦ Finalization of venues and dates
- ✦ Fixing the schedule based on the events decided
- ✦ Looking for sponsors relating to the event categories
- ✦ Deciding the prizes and prize money
- ✦ Getting all logistics details from the departments and adjusting the budget accordingly
- ✦ Contacting celebrities/judges and making them aware about the festival; inviting them
- ✦ Allotting the venues for the events
- ✦ Deciding the suppliers for all the material required
- ✦ Getting necessary permission for usage of college property
- ✦ Setting up a team to design & manage the festival website

In this step, sturdy and reliable back-up is required at all stages so that in case some major problem arises, there is not much panic caused and the event proceeds smoothly.

3. Project Execution: After everything is finalized, it's now time for the departments to start working. For example, the Creative's team should begin making posters, charts and other decorative cut-outs as per the theme. If the events require preparations before-hand, then all of that comes under this section. For example, if a quiz is to be held, then preparing the rounds for it, deciding the questions and cross-checking the answers should be done at this stage. Here, the team works collectively under the guidance of the head of department. Other useful points include

- ✦ Finalizing the list of celebrities who will attend the events
- ✦ Collecting money from the sponsors
- ✦ Distributing contact information of the event heads through the website, college notices etc.

- ✦ Sending teams to other institutions to publicize the fest
- 4. Project Monitoring and Control:** This step is very necessary as it is used to look back on all the work done and take a check over the scheme of things going on
- ✦ Sieving through the work done to figure out any slip which can multiply into a blunder
 - ✦ Taking a reality check to ensure that all work is being done on time
 - ✦ If any mistake has been made, then working towards rectifying it and getting back on track
 - ✦ Monitoring all the departments
 - ✦ Keeping a check on the suppliers so that all the requirements reach on time

This step helps take a check on where the project is and where it should be, and it also continues till the end of the project so that all chances of making a mistake/getting delayed are avoided. This step looks at the project from the critic's point of view and revised goals are formulated to be executed.

5. Project Completion: This is the final step of the project. As per our steps, we have reached the stage where the festival actually takes place. To ensure a smooth finish, all the above steps have to be completed sincerely and efficiently. Closure steps are included in this stage. For example, once the festival is over, all the unused material has to be returned to the respective suppliers. Certificates are to be distributed, account books to be tallied and souvenirs to be sent. The festival is then formally declared closed.

Hence, from the above discussion we get a fair idea of handling a project according to the traditional project management principles, which becomes efficient, less prolonged and also gives the indispensable edge of having covered all aspects of the project that turns it into a successful one. Success in this sphere is guaranteed if a project manager knows which project requires which approach and handles it accordingly.



About Me: I am a Computer Engineering student at NMIMS University, Mumbai. I like meeting new people and learning new things. I like to spend my time reading on general issues, doing calligraphy and contributing to the society in any way I can.
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Quotes

Tell me and I'll forget, show me and I may remember, involve me and I'll understand.

-Chinese Proverb

"Management is, above all, a practice where art, science, and craft meet."

-Henry Mintzberg

Trivia questions on PMI

1. Which was the first certification launched by PMI?
2. Is it necessary to be a PMI member to hold a credential?
3. When was PMI founded?
4. Who is the current President of PMI?
5. How many certifications does PMI offer?
6. Which organization, set up by PMI offers project management degree programs at the bachelors, masters and doctorates level? GAC

Answers

1. PMP
2. No
3. 1969
4. Gregory Balestrero
5. 5 - CAPM, PMP, PMI-SP, PMI-RMP, PgMP
6. Global Accreditation Centre

The witty side of Project Management..

- Any project can be estimated accurately (once it's completed).
- The most valuable and least used WORD in a project manager's vocabulary is "NO".
- The most valuable and least used PHRASE in a project manager's vocabulary is "I don't know".
- If project content is allowed to change freely the rate of change will exceed the rate of progress.
- If you're 6 months late on a milestone due next week but nevertheless really believe you can make it, you're a project manager.
- If you fail to plan you are planning to fail.
- A badly planned project will take three times longer than expected - a well planned project only twice as long as expected.

Project Communication Management in a Global Environment

By Anshum Kawatra

With changing times & development of knowledge, various concepts & a host of terms have taken a new meaning. This evolution of ideas and our understanding of them is not restricted. The topics under Project Management have experienced changes as well. One term which has taken a different definition is 'Project Team'.

The image that one conceives for a project team is of a bunch of professionals gathered inside a room discussing the important elements of the project, solving problems & contributing in taking decisions. But as more numbers of projects become global in nature, the project teams are increasingly evolving into 'virtual teams'. Such teams refer to the situation in which the project participants are not present at the same physical location or at the same point of time. The basic principles of communication in a project involve sharing & distribution of information among the stakeholders which are consistent attributes of a traditional project team. What differs in a virtual team is how the various members of the project team are linked. In spite of the disbursed nature of the team, the links among the various participants are strengthened using the web & other contemporary communication technologies.

I recently had an experience of being a part of one such virtual team during my internship in a global consulting firm. The project team consisted of members from California, USA and Chennai, India while the client for the project, having worldwide operations, was based in Milwaukee, USA. The learning that one could gain from this experience is the manner in which a project manager handles communication among the various stakeholders who are present across diverse time zones. A project manager, in case of virtual teams, has to overcome the challenges of varying cultures, languages and geographies in

addition to the challenge of making the communications effective and proficient. The project manager has to choose the most appropriate communication channel to gather the information, distribute it to other terminals in the team and ensure the timely availability of status updates and progress reports to relevant stakeholders.

For instance, the brainstorming sessions in the case of our project were planned by our manager very prudently. Firstly, like in the case of traditional teams, someone whose presence is not important was not invited to the meeting. Secondly, to adjust to the 10-13 hour difference in the time zones, the manager ensured that the pain of either staying back late in office or arriving early was shared equally by all the participants. So, while the participants in India would have to stay till around 8 PM, the ones in USA had to make it early for the sessions at around 7 AM. This ensured that convenience of one set of members was not at the cost of the other group's expediency. Such actions signify the importance of the ability of a project manager to assess the communications environment and plan the interactive while pushing communications using the most efficient means.

This new dimension of virtual teams in project management has been instilled due to the development of communication technology (Internet, fibre optics and the likes) and rise of collaborative software. The Internet allows the teams to use the various web conferencing and online meeting tools. These tools help perform actions which were, until very recently restricted to the boundaries of the conference room. Now, however, presentations, client briefings, Webinars and training sessions can be done even though the participants are located in different corners of the world. Adoption of virtual teams in project management is becoming popular due its

noticeable advantages in terms of cutting down on operational costs and the availability of expertise, irrespective of the geographical divide. But being a part of a project which is being undertaken by a virtual team brings forth the underlying challenges of managing a virtual team. A virtual team does not enjoy the broad spectrum of management which is present in an office environment as well as face-to-face interactions. There is always scope for miscommunication based on cultural or language heterogeneity. It is also difficult to judge and ensure the commitment and performance of the team members over the telephonic conversations and conversely to gain the trust of the stakeholders. Thus it requires painstaking efforts on the part of a project manager to understand & facilitate various virtual team dynamics, develop efficient work breakdown structure (WBS) and adopt appropriate network and communication channels. Keeping the team members self motivated, ensuring quality and clear communication are perhaps the biggest challenges the project manager may confront in managing a virtual team. Thus, as the spread of the dimensions of the projects (viz. time, space and culture) broadens, the competence of project managers and the supporting technologies will have to elevate to produce accurate and profitable project deliverables.



About Me: I am a final year student of MBA (Tech) in NMIMS, Mumbai. Currently I am pursuing my MBA in marketing after specializing in the Manufacturing stream of engineering. I have interests in automobiles & travelling. Being an avid football & cricket fan, I wish to manage a major sports brand in the future. I became a CAPM in 2010. Email ID: anshum.k@live.com

International Project Management: Various Standards and Arising Conflicts

By Neha Jain

The need for Project Management (PM) has risen ever since business organizations started working on their goals and targets by describing them as projects. Contrary to popular beliefs, PM is not limited to the IT industry. It is applied in all business institutions, whether commercial or not. Restricting our discussion to the business administration aspect, project management, however, is very dynamic. The techniques that are applicable to each project are unique, and an organization handles a variety of projects. In the midst of this, how does an institution know if it is performing to the expected levels or whether the techniques they are following for managing projects are justified?

Today, every business institution meet its targets and achieve its goals in the form of a project which has led to the popularity and need for project management. Project management is required not only in an IT industry but in every business institution that wishes to manage all its operations successfully. Project management, however, is very dynamic and the techniques that are applicable to each project are unique.

The answers to these questions are the various project management standards being followed worldwide. A few of them are CMM by CMU, GAAPS, PMBOK, HERMES method, ISO 9000 family and ISO 1006:2003, PRINCE2, TSP, TCM framework, V-Model, logical framework approach and IAPPM. Each set of standards identifies and defines the various ideal practices that an organization must follow in order to practice project management effectively. These practices defined for a standard address a particular sector or portion of a project. For example, there is GAAPS which is a standard describing the competencies for project and program managers, or there is the PMBOK which defines all the ideal practices for the nine major areas of project management like the risk management, scope management, cost management, etc. The practices defined in these standards can be followed as per the needs of the project since every practice need not be applicable to all projects.

Many of these described standards work well in co-ordination with one another, with each of them addressing different project management issues at a time. However, most of them seem to overlap due to which certain conflicts arise amongst them. The problem is similar to having two anti-virus software in the same

computer & each inconsistent with the other despite of having a same intention of keeping the computer virus free. Generally, PMBOK is a standard that comprises the major work areas that are present in any project and it covers aspects ranging from the inception of the project idea till the project completion, including the various knowledge areas like the cost, quality, time, & scope. This standard is complete by itself. However, it is not followed all over the world and other standards such as the HERMES method are followed in Luxembourg and other Swiss institutions. If an institution follows the CMM to get its processes organized, it neglects the quality until a later stage where it comes into perspective, whereas the ISO 9000 family standard ensures that the quality is maintained at every level of the project life cycle.

Various international standards make it difficult for institutions to decide which one to comply. In order to solve this complication, institutions should conduct an audit to decipher the reasons behind project failures. This will help in understanding the intricacies involved thereby improving projects performance with increased focus on critical areas. This assessment can help them adopt the best standard that suits project needs, its standards and required project management compliance. Nonetheless, the solution has failure creeps if institutions are unable to successfully identify an appropriate standard. Therefore it is favorable to have one basic standard that institutions can adhere to with support standards assisting the requirements not covered under the basic standard. This methodology will ensure that every institution satisfies the minimum level of requirements to effectively manage their projects and maintain standards.

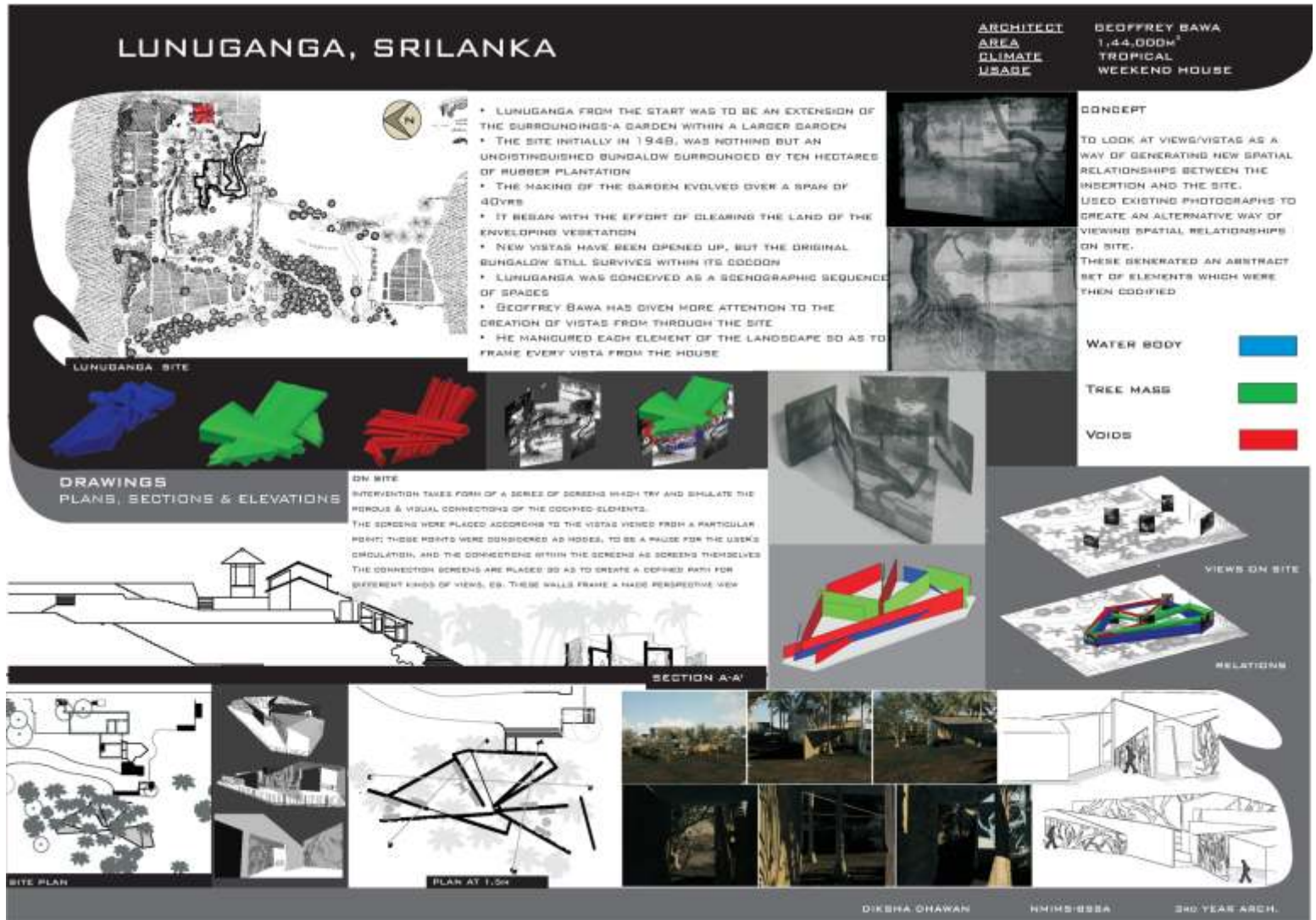


About Me: I am a MBA(Tech.) student at Mukesh Patel School of Technology Management & Engineering, NMIMS. I am interested in subjects like chemistry, statistics and corporate finance and loves to play with numbers. Statistics is one of my major competencies & I am very interested in learning various aspects of it. In spare time, I read books and listen to music.

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Reminiscences of my Site Design Project

By Diksha Diwan



Lunuganga Estate was the country home of the distinguished Sri Lankan architect Geoffrey Bawa. The garden at the Lunuganga estate was his first muse; leading him to become an architect. It was regarded as his laboratory for experimental ideas, and Bawa created this beautiful garden after a lot of experiments with the spaces and structures. After Bawa's death in 2003, the garden has been opened to the public, and the buildings on the estate function as a country house hotel.

Lunuganga, from the very beginning, was to be an extension of the surroundings - a garden within a larger garden. The site in initial 1948, was nothing but an undistinguished bungalow surrounded by ten hectares of rubber plantation. The making

of the garden evolved over a span of 40yrs. It began with the effort of clearing the land of the enveloping vegetation to be able to look out at whatever views could be had from the hilltop house. Since then hills have been moved, terraces have been cut, woods have been replanted and new vistas have been opened up, but the original bungalow still survives within its cocoon. Geoffrey Bawa has given more attention to the creation of vistas from through the site. He manicured each element of the landscape so as to frame every landscape from the house.

In the project assigned to the students, we were asked to design an extension/insertion to the existing house. My design concept was to look at views/vistas as a way of generating new

spatial relationships between the insertion and the site. For which, initially I used the existing photographs of the manicured views, to create an alternative way of viewing spatial relationships on site. These generated an abstract set of elements which I then segregated as:

Water body (blue)

Tree mass (green)

Voids (red)

A particular piece of the site was to be chosen for the insert. On site, intervention takes form of a series of screens which try and replicate the visual connections of those three elements. The screens were placed according to the vistas viewed from a particular point; those points were considered as nodes, to be a pause for the user's circulation, and the connections within the screens as screens themselves. The connection screens are placed so as to create a defined path for different kinds of views. The 'void (red)' connection screens were perforated (that mimic the temple tree veins) to give a different light quality creating a different spatial environment everywhere that links to the outside. The insert is an extension of the landscape that takes the user through a defined path to experience different types of views and spaces. Architecture is more integrated & less isolated.

This type of a project requires the student to match the levels of the original work and hence tests the creativity, organizational and resource management skills, if applied to practice.



About Me: I am a student of Architecture at NMIMS, Mumbai. My hobbies are singing and dancing. I aspire to become a landscape architect, and at the same time do my bit to nurture the nature.

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with the happenings!

Introducing a hidden factor for project success

By Richy Yati Mishra

Project Model: "Challenge" or "Fear"?

Which factor leads to improvement in performance?

Which should the project manager go with?

Project success is highly critical for any company/industry's progress. This success depends on a large number of factors and every member of the project team will list the factors which he thinks are critical. For example, a manager will say its proper follow up and planning of all the knowledge areas: "project integration management", "scope", "time", "cost", "quality", "HR", "Communication", "risk" & "procurement" management makes the project successful. However, planning always remains on paper and unless it is executed properly and efficiently, it has no use. This execution is done by people (in this case the employees of the organization who are a part of the project i.e. the team members) and that is the reason why humans are the most important resource for any project. It's the human resource which does the implementation and converts a simple plan to a grand plan. And this is the reason why there is always a dearth of good human resources, because it takes a talented person to perform the practical task.

Since the human resource is such an important factor for any project's success, project managers always try to include the best human resources in their team. A good team will, without doubt produce the best output. However, just getting a good team doesn't complete the job; the manager needs to keep the team motivated all the time to ensure the desired results. For this primary purpose, there are two types of models followed: the Challenge model and the Fear model.

Challenge Model: In this model, the manager sets a challenge for the team & at the same time tries to makes the work as interesting as possible. Once a challenge is met by the members, the managers are ready to give another challenge with an increase in the difficulty level. This process continues till all tasks are accomplished.

Fear Model: Here, in place of challenge, fear is used to motivate the team members. Fear of appraisal, job, particular profile, etc is used. 'People get motivation when they are under the axe' is the method followed.

Application of these two models is what is important and thus, the question under discussion is: which one to apply and how does one know where it needs to be applied?

I received my answer when I had a practical experience of a similar dilemma. As part of the Social Responsible Forum (SRF) in my college I was taking spoken English classes for a batch of B. Ed students. The main problem was that they were not good at public speaking and got nervous when they were on stage.

I found myself thinking: 'what is the ideal thing to do? Shall I challenge them or compel them to speak by inducing fear? There is a change needed to be incorporated in them. They have to change themselves in the way they are thinking, their perception of not being competent enough to speak and nervousness; all of it needs to be changed.'

The only way to do so was by developing their confidence. So I asked each one of them to give a brief introduction about themselves specifying why they wanted to change. What was the reason for attending spoken English improvement & confidence building classes? Each one cited different reasons. For example, a few wanted to prove a point to their parents, some wanted to show the English medium students that they were not behind whereas some wanted to be better teachers. I carefully noted each student's reasons.

Then next time onwards when I called any student on the stage for public speaking practice, and if they got stuck due to nervousness, I reminded him/her of their reason for change. I made them overcome their nervousness by making them focus on that reason. 'Just think about the reason and change yourself for it!'

This method helped significantly and gradually they found themselves speaking decent fluent English. At the end of the year, most of the students didn't have any problem in public speaking.

So what was the reason that brought about this change? Was it the challenge of living up to the reason or the fear of losing in front of the reason that was working? I realized that it was a mix of both, but in the perfect proportion. Fear and challenge together should be called for rescue, though none should envelop the other. The reason being clear; anything beyond a particular limit destroys the motive behind the act, rendering it futile.



About Me: I am an Electrical and Electronics Engineer passed out from National Institute of Science & Technology in the year of 2006. From 2006 to 2009 I was working as a software engineer for Birlasoft limited where I was a technical and functional consultant for GE Money USA. I am having an expertise in Credit card domain. Presently I am pursuing MBA from Narsee Monjee Institute of Management Studies with marketing specialization and minor in IT. With this I am the president of HR cell- HRuday and Joint Secretary of Social Responsible Forum (SRF) cell at NMIMS. I am Sun Certified Java Programmer (SCJP), Oracle Certified Associate (OCA), Six Sigma Yellow belt certified by Birlasoft and Certified Associate in Project management (CAPM). I like to do acting. Email ID: richyyati@gmail.com

MPSTME MAKES ITS MARK AT NASA



Date: 7-10th April' 2010

U.S. Space and Rocket Centre, Huntsville, Alabama, USA – NASA (National Aeronautics and Space Administration) had organised the 17th annual Great Moonbuggy Race. The team competed with more than 70 teams from 18 states, Puerto Rico, Canada, Germany, India and Romania. More than 600 drivers, engineers and mechanics (all students) gathered with their team advisors and cheering sections to take part in the matchup of wits and wheels at the U.S. Space & Rocket Center April 8-10 in Huntsville, Alabama. Among them SVKM's Mukesh Patel School of Technology Management Engineering, Mumbai was 1 of the 7 teams from India who participated in this race.

The race is organized by NASA's Marshall Space Flight Center in Huntsville. It challenges students to design, build and race lightweight, human-powered buggies that tackle many of the same engineering challenges dealt with by Apollo-era Lunar Rover developers at the Marshall Center in the late 1960s.

It was a great opportunity for the students to participate in the race. The entire moon buggy was built by this team in just 15 days time span. The major advantage of this Moon Buggy was that it was cost effective, taking safety into consideration and was made in just US \$ 289, which was very less as compared to other teams whose Moon Buggy was varying from US\$ 5000 to US \$ 18000. Looking at the design end, it was very innovative basic design as said by officials from 'Lockheed Martin Corp'. The interest shown by the officials in this Moon Buggy was very positive and remarkable. "It's not possible to make this Moon buggy in just 15 days with only US\$ 289, which you guys have made it possible" said by Mr. Tom Hancock from Lockheed Martin Corp. The best part which interested the officials was the steering system which was one of its new kind. The design and spirit of the team was appreciated by all officials at NASA.

The Pre-Race was successfully completed without any penalties, which includes Size, Weight and all other constraints mentioned in the rules and regulations. The time taken for the assembly was just 44 sec which was a good score. The race started on the track conditions similar to moon surface, with many challenging obstructions. The Team managed to cross few of them.

"Each year, NASA's Great Moonbuggy Race clearly demonstrates the popularity, worldwide reach and intrinsic value of the agency's education initiatives," said Tammy Rowan, manager of the Marshall Center's Academic Affairs Office, which organizes the race. "It's our goal to augment and enrich the classroom experience, and inspire a new generation of scientists, engineers and explorers to carry on NASA's mission of discovery throughout our solar system and deliver untold benefits back home on Earth."

NASA's Great Moonbuggy Race is hosted each year by the U.S. Space & Rocket Center. Major corporate sponsorship is provided by Lockheed Martin Corp., The Boeing Company, Northrop Grumman Corp., and Jacobs Engineering ESTS Group, all of Huntsville.

Participating Team:

Professor In-Charge.: **Prof. Sawankumar Naik**

Student:

Vivek Maurya B.Tech (Comp) 2nd year

Chintan Thakkar B.Tech (Elex) 2nd year

Akshita Shrivastav MBA.Tech (IT) 2nd year

Madhur Seghal B.Tech (Comp) 2nd Year



Extracts from the journey of the first student branch...

The student branch of PMI at NMIMS was initiated with the aim of providing industry exposure to the students. The PMI team, since its inception has managed to fulfill this aim in a host of ways. The major contributions include monthly guest lectures and quarterly workshops. This rhythm helps inculcate management related values and refine the pre-existing skills of the PMP and CAPM candidates alike to suit the needs of the industry. The lectures, conducted by experts from their respective fields, meet the aim of highlighting & explaining the important factors that affect Project Management. They help acquire an insight into the thinking methodology of professionals and also serve as a medium for the correspondence between the candidates & budding student managers, who are introduced to the industry through these candidates' experiences, enabling them to earn a desirable edge over their counter-parts.

"Experience is the best teacher" - this quote holds true regardless of the sphere it is applied, for one must have gained an experience to obtain maximum learning. Project Management can be regarded as one of the best areas to gain experience. PMI caters not only to professionals' needs, guiding them and providing a platform for creative discussion amongst all members of the community, but also enables volunteers and other people working with PMI to gain practical management related knowledge. The PMI team manages the operations by identifying the major areas that require efforts, and then working on them. All of this immensely valuable and hard to get first hand understanding, so quintessential for today's competitive world will be cherished throughout and would be turned into a handy tool contributing to noteworthy success.

Working as the documentation-in-charge for the team has brought in an array of enriching experiences. Apart from helping me gain a considerable amount of industry related knowledge, it has contributed to the practical aspect as well. For example, from collecting the articles for Prakalp to their compilation, the entire process can be regarded as a project which must be dealt with quality skills to ensure its successful accomplishment. Managing tense moments and difficult situations form a part of this and it only gives satisfaction to note that in the end, the 'project' was managed successfully. Working with the other team members was another notable aspect as it developed altruism which ensured smooth functioning among the members. The committee has made steady progress, using team spirit and determination as the foundation, to achieve the desired aim.



Committee Members (from left to right, bottom to top): Sandeep Sayal, Abhinav Dayal, Prof. V. Seshadri (Faculty In Charge), Divi Khanna, Jayna Maheshwari, Prabhu Rajpurohit, Aditya Vikram Cheema, Yash Bhuva, Nishant Chaudhary, Ghanshyam Gupta, Ishaan Rao, Pranav Rao, Srilalan Iyer

Missing Committee Members: Karan Jain, Jaideep Kumar, Utkarsh Grover, Soham Sheth

Rudri K. Mankad

Documentation In Charge
PMI NMIMS Branch

Helped in the compilation and editing of this Student Edition of Prakalp as a student volunteer.

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Members of PMI Mumbai Chapter and other participants
at the recently concluded 2 day Personal Excellence workshop in Mumbai

Message from VP-Branches

PMI Mumbai chapter student branch at MPSTME is indeed a combination of enthusiasm, team work and entrepreneurial spirit of the future leaders of India's organizations. Over last 2 years PMI Mumbai chapter is running this students branch with a vision of creating future Project leaders at young age who in turn can play a great role in India 2020 vision.

Towards this PMI India, PMI Mumbai chapter and MPSTME came together to introduce CAPM certification for the students, we saw a tremendous initial response, this is a positive sign of the progress in years to come.

Monthly events at MPSTME brings students and corporates together to share ideas, whereby students get excellent opportunity to learn not only from various speakers on various topics but also from various professionals coming over from different sections of the corporate and government organizations. These become truly astonishing get-together and great networking events.

With success of this student branch, I feel proud about my association with the student branch and wish to have many more PMI Mumbai chapter student branches in coming future.

I am thankful to the Dr. Gandhi, Dr. Shah, Dr. Garg, Prof.Seshadri, Mr Tejas Sura, Mr Rakesh Gupta, Mr Karan Jain, Ms Divi Khanna for their kind encouragement, support and guidance towards the success, cherishable in years to come.

I wish all the very best to all the future leaders of tomorrow who are the catalysts in developing this branch further and continuing the momentum year after year.



Saurabh Parikh

Good things happen when you stay involved with PMI!

PMI commends all 2010 PMI Component Award nominees for their service and contributions to PMI and the project management profession.

PMI Mumbai Chapter is happy to receive the 2010 PMI® Component Award for Component of the Year (Chapter Category II). PMI Mumbai Chapter was also the 2009 PMI® Component of the Year (Chapter Category II) award recipient.

Tejas Sura, President PMI Mumbai Chapter is recognized with 'Recognition of Excellence Award' for his leadership, dedication and significant achievements in furthering the ends and advancement of the Project Management Institute.

