Project Management Institute Bangalore India

PM Essence

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PM Essence

"The mission of PM Essence is to facilitate the exchange of information among professionals in the field of project and program management, provide them with practical tools and techniques, and serve as a forum for discussion of emerging trends and issues in project management. PM Essence is YOUR Newsletter and the Bangalore Chapter welcomes story ideas and/or suggestions to make it better. More information can be found on the Chapter's website".

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PMI Bangalore India Chapter
13, Suryastan Apartments, Andree Road, Shanthi Nagar, Bengaluru - 560 027, Karnataka, India.



"Nature is at its best during Monsoon, Monsoon is at its best when you know when to capture it!"
Photo shot at : Thirthahalli Shimoga Karnataka - 577432
Pic shot by : Rachan Anjinaya

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Editor's Note

What place do working women hold and represent in India's workforce? In this edition, we will get to know from a contributor who is working on tomorrow's technologies, understand the thoughts of one of the first proponents in India of gender equality in the workplace and also hear from a quintessential working mom who dons many hats. I want to highlight some interesting facts. The Global Gender Gap Index measures the participation of both genders in the workforce across all sectors and levels. India is ranked 140th out of 156 countries that were part of the Global Gender Gap Index Survey 2021. Significantly, India was ranked 112th in 2020, a shocking fall of 28 positions in a year. Interestingly, women in India earn on an average 1/5th of the earnings of the male workforce. India not surprisingly is in the bottom 10 of this global indicator. I will leave you with this thought as we delve into this edition.

More and more women have started working on cutting edge technologies and many are at the forefront of the next generation of computing. The first contribution is from a seasoned project manager who is following her passion for Data Science. Technical in nature, this article talks about a universal framework which can be applied by Project Managers across industries for data mining.

Then we have a thought provoking article from one of the star professor's from Indian Institute of Management, Bangalore. She talks about the historical perspective of the female workforce, about their Career Persistence & Career Centrality and what organizations like PMI can do to build a pipeline of Women Project Managers.

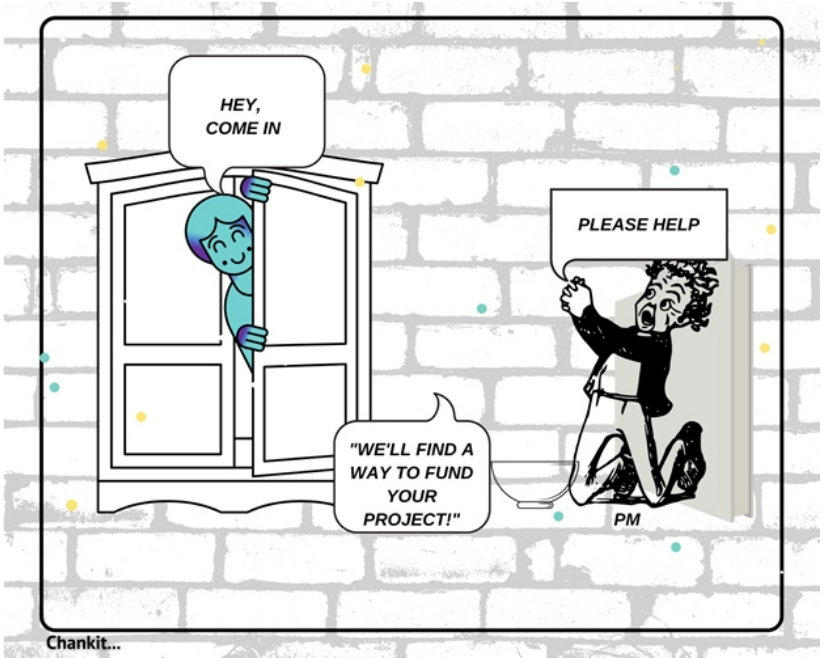
Working mothers have always had it tough, even more so in this current pandemic and work from home environment. They have always been great managers and great delegators. This article picks up from where the previous ended and shows us some valuable insights on how to strike the perfect work-home balance.

We hope that the time you spend reading this edition is enriching and we sincerely believe it's your reflection on our content that keeps us motivated. We would love to hear back from you.

Editorial Content Credit :
Vignesh Sundaram

For feedback - avpmarcom@pmibangalore.org

PM Cartoon



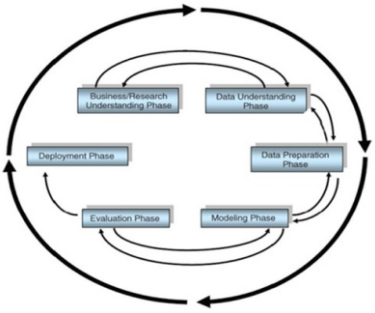


DataScience Project Management Framework – CRISP - DM

Roona Shree

Data is the new oil, new currency. Data is the King or at least the Kingmaker.

Data Science or Business Analytics has a vast application in almost every area. More and more companies are adopting the Data approach in decision making. The number of Data Science Projects is seeing exponential growth and Project Managers must understand Data Science Project Methodologies. CRISP – DM is one such framework which provides Project managers a structured approach to manage Data Science projects.



CRISP-DM - (CRoss Industry Standard Process for Data Mining) was originally developed by IBM is one of the popular, industry-neutral, and application-neutral framework that can be applied to most of the Data Science Projects

According to CRISP-DM, a given DataScience project has a life cycle consisting of six adaptive and iterative phases

CRISP-DM - The Six Phases

1. **Problem/Business/Research Understanding Phase**

- First, state the project objectives and requirements.
- Then translate these objectives and restriction in Data mining problem definition
- Prepare the strategy for achieving this objectives

2. **Data Understanding Phase**

- Collect the data
- Familiarize with the data, discover initial insight
- Evaluate the quality of data
- Finally, if desired select an interesting subset of data that may contain actionable patterns

3. **Data Preparation Phase**

- This labor-intensive phase covers all aspects of preparing the final data set, which shall be used for subsequent phases.
- Select the cases and variables you want to analyze for your analysis
- Perform Data Transformations
- Clean the raw data so that it is ready for modeling tools

4. **Modeling Phase**

- Select and apply appropriate modeling techniques
- Calibrate model settings to optimize the results
- Loopback to Data Preparation Phase to bring Data in the form in line with the model requirements

5. **Evaluation Phase**

- Evaluate the model generated in the modeling phase for effectiveness, quality, and cost
- Evaluate if model achieves the project objectives as stated in phase 1
- Review all the important factors are considered and nothing is overlooked.
- Finally come to a decision on which model to choose, whether to proceed to deployment or iterate further, close the project or start a new project.

6. **Deployment Phase**

- Model creation does not signify the project completion, Need to make use of the model to get the business results and ROI.
- Model to be deployed inhouse or on some cloud services like AWS, Azure etc
- Monitor the model quality and performance and make the required rectifications
- Report the overall performance and quality of the model.

CRISP- DM is just one of the frameworks for DataScience Projects, there are many other frameworks and tools which can be very useful for Project Managers. I would be looking forward to sharing more on the intersection of Data Science and Project Management in next newsletters.

References -

Data Mining and Predictive Analytics - Daniel T.Larose, Chantal D. Larose

Peter Chapman, Julian Clinton, Randy Kerber, Thomas Khabaza, Thomas Reinart, Colin Shearer, Rudiger Wirth, CRISP-DM Step-by-Step Data Mining Guide, 2000

PM Guest Article

Roona Shree

A problem solver, integrator and simplifier with a B.E degree in computer Science and 17 years experience in IT in areas of Databases, Cloud and Project Management. I am currently pursuing PG in DataScience and would be happy to connect if anyone wants to learn more about DataScience.

Guest Article



Building a Pipeline of Women Project Managers - What needs to be done?

Professor Vasanthi Srinivasan

While the Indian economy has grown 6 to 7% annually for the last 30 years, women's participation across all levels in the workforce has declined (Gender Gap Report, 2021). In just the last year, the economic participation and opportunity gap for women saw a decline of 3%, compared to 2020. The data shows that it will take 135.6 years to bridge the gender gap worldwide. The pandemic has impacted women more severely than men, with increased expectation of care work and work demands both placed on women. In 2021, India slipped 28 places in terms of global gender gap, and is now ranked 140th among 156 nations. In this reality, it is likely to take several decades for equity and equality of women's participation in the workforce. This ought to be of concern, not just for policy makers, but for professionals of all genders across sectors.

Historically, project management has been a male-dominated profession. With the construction and infrastructure project sectors being geographically remote, organizations employed mostly men in project management roles at the sites. Even in sectors like software services, there are very few women project managers. The GSM IT Scorecard published by Nasscom mentions that women make up over 30% of the technical labour force within the Indian IT companies surveyed. This is a higher number compared to other project-oriented sectors. This is partly because IT industry is a relatively new industry, and has been able to implement initiatives and policies, and foster working cultures that attract and retain women across levels (GSM IT scorecard, 2018). While the absolute percentage of women is higher compared to other sectors, the technical and management leadership pipeline is still weak. The proportion of women in the C-Suite has also been rising but not as steadily as in Senior Management. Nearly 50% of companies reported more than doubling the percentage of women in C-Suite roles between 2012 and 2017. Most companies (over 50%), however, have stagnated, and had the same proportion of women at the most senior level (4%) in 2017 as in 2012.The same is true for women on boards.

All in all, even in a very progressive sector, women's participation at senior levels remains a cause for concern.

In this article I reflect on what more needs to be done in the Indian context to increase and strengthen women's participation in the workforce. Women's careers differ significantly from men's careers, and are often characterised by periods of break and then re-entry into the workplace. Organizations have largely been built around the model of long-term linear careers. "Think manager, think male" has been the dominant model with "organization man'' as the imagery of the workplace. Even in sectors where women's labour participation has been high like garments and electronics, there are very few women supervisors and managers. We must ask some critical questions here: does the potential to become a supervisor or a manager not exist in women workers? Or are organizations systematically ensuring that women are excluded from developmental opportunities that can help them acquire these skills?

What can organizations do to create a workplace more conducive for women?

It is well recognized that workplaces that are more inclusive have two aspects in common: a leadership commitment to inclusion, and policies and practices that enable everyone (not just women). Such organizations have flexible HR policies, liberal maternity leave and clear developmental opportunities in their performance and career systems. Potential assessment systems should be free of unconscious bias and a culture of development, coaching and mentoring needs to be cultivated. All of these practices are key to building an inclusive culture.

The key shapers of inclusion are male managers. The role that enabling male managers play in the lives of women professionals is significant. From calling out sexist remarks to ensuring that sexual harassment complaints are addressed in a timely manner or ensuring that women get credit for their ideas, male

Continued on Page 6 ...

Professor Vasanthi Srinivasan

Professor Srinivasan is a Professor in the Organizational Behavior and Human Resource Management Area at Indian Institute of Management, Bangalore (IIM-B). She is also the Chairperson of Digital Learning at IIM-B and also the Past President of Indian Academy of Management. Her research interests are in the field of Multi-generations in the Workplace, Women in Management and Boards, Ethics Teaching in Business Schools, HRM in Rapid Growth Organizations and Ethics, and CSR in Micro, Small and Mid-sized enterprises.



The Working Mom-Striking the Perfect Balance

Deenaz Jahagirdar

PM Guest Article

Working mothers or corporate mothers or mothers who are simply homemakers are all epitome of love warmth and understanding. Only difference is the way they balance their professional life and family, These days the trend is more of working mothers. They have the freedom to choose to be a working mom. However, with freedom comes responsibly. So how do you think they manage their freedom and discipline in life??

Basically, it is all about time management and prioritising the work. The working mom is no less than a true leader. swayed between work at office and work at home, striking a balance between the two is quite a challenge. Consequently, they learn to prioritise things efficiently. A mother needs consider every aspect of the home front as well as office, introspect and take a decision. They are like a captain of the ship, failing to take a right decision could cause disaster.

Smart moms build a strong career and a disciplined home front... Their financial independence gives them the confidence and hence they have an edge over the mothers who are home makers. They invest smartly, keeping in mind the recurring expenses and for the unexpected challenges that might come their way.

Exposure adds to their thought process. So they are more practical in life resulting in making their kids become more independent and good managers in life. Recent years working mothers have a good affect on their children in many ways.

They have a balanced leadership that encourages discipline, collaborative and tolerant attitude, innovative ideas that helps balance the equation. Office matters are smooth and at the home front kids learn to handle things effectively, consequently become independent and assertive. They inspire them by encouraging their kids in the initiative they take to handle responsibility. This in turn instills courage, a secured feeling in the young minds. It helps them excel in skills like decision making and problem solving.

A close friend of mine who is a corporate mom, needs to travel at length for two weeks, sometimes three. Upon asking about her experience as a corporate mom, she says: * It is challenging but nothing is impossible. I plan and chalk out things well in advance. Accordingly make arrangements at office as well as home, for things to function smoothly in my absence *

Outsourcing is one of the tricks of time management. Outsource time consuming jobs, which can be handled by others. Be it office or home. Break the job into smaller chunks of work and hand over each part of the job to someone who you feel can handle the job well. At home, have trusted and reliable house help even if you have to shell out a little more. After all, pursuing your dreams or making ends meet - everything comes with a price!

If you have teenage kids at home, things become a lot easier if you entrust them with some responsibilities every day. For eg: As soon as you get up from bed, fold the blanket, tidy the bed, each one his own. Assign kids the tasks of settings reminders for important tasks. They are really good at it. Paying bills can be taken up by our male spouses. If not, simply get used to handling cash transactions online. These days a click of the mouse can simplify things. And something worth mastering if you are not used to. Having elders at home? An untold blessing! Entrust some responsibilities to them too! Be empathetic, it makes a huge difference! Whether it's house help, colleagues, kids or parents. ...After all in this evolving world, all that one lacks is love understanding and human touch!

These days with work from home, things have become a lot easier. However, as I said earlier everything comes with a price. You need to maintain the office decorum- need to be a professional though at home. Attending meetings, online sessions, connecting to work and people online, o need cooperation from the family members to help you work without disturbance. Here, multitasking is the key. The kids witness their mothers as "working women" at home and draw inspiration from them. They see their different facets of a real working mom- their emotional balance, the office professional, a great cook, a caretaker, an advisor, a mentor, a teacher, a doctor.... above all a super human being!

Be it a garden, a kitchen, kid's online classes, work from home desk- A working mom strikes a perfect balance!!

Deenaz Jahagirdar

Presently working with CONNECT Training Organisation across Karnataka. I possess a Master's Degree and a PGD in International Air Travel and Tourism. A corporate trainer with 15+ years of experience and have so far trained 100,000+ candidates. I also train students on Business Communication and Competitive exams.

Chapter News

Arun Malavalli

The Chapter conducted below events successfully

PM Footprints Webinar: Chapter conducted PM Footprints webinar on 8th May 2021. Topic was "Consultant - Title or Responsibility". Speaker was Lt. Col. L. Shri Harsha (Retd). The event was well received with over 150 participants attending.

E&C PM Footprints Webinar: Chapter conducted E&C PM Footprints webinar on 8th May 2021. Topic was "Well-being & Sustainability in future workplace design". Speaker was Mr. Jayesh Ganesh. The event was well received with over 100 participants attending.

PMP QUEST: PMP QUEST was successfully conducted on 22nd, 23rd, 29th & 30th May 2021.

The next batch of PMP QUEST will be held on 19th, 20th June and 26th, 27th June 2021.

Annual Members Meeting (AMM) : The Chapter has convened its Annual Members Meeting (AMM) on 26th June and has intimated all the members to compulsorily attend.

Women in Workplaces ... continued from Page 4

managers shape the culture at work team level. Women's career stories often contain strong role models who identified their high potential, gave them career advancing mission-critical jobs, and provided flexible work schedules so that they could be effective in their roles. In countries like India which are deeply patriarchal, the role of male allies is crucial.

What can women do to ensure continued participation and growth in organizations?

Women need to persist in their careers. Career persistence refers to the likelihood of not dropping out of the workforce. In my conversations with women, I find that when faced with a difficult situation at work or a bad boss, or a stressful care responsibility, women often think of quitting their job and dropping out of the workforce. Women in dual-career households in the Indian context, where spouses are usually older and hold more economically salient positions, are particularly vulnerable.

If women have to stay and succeed in the workforce, they need six enablers: a good professional network, effective influencing skills, business acumen, energy and enthusiasm to lead change, a strong career plan and a mentor. Having a long term career plan is especially important for women. In my work with mid career women managers, I have found that many of them do not have a clear career plan. Many women tell me that no one has asked them about what they want from their careers. We know from research that career gets shaped, as children and young adults articulate their dreams and aspirations. If women are rarely asked in the early stages of their lives and careers what they want to be, and the external environment has largely made both educational and employment choices for them, how do they acquire the agency to think of a career independently for themselves. Career aspirations, motives, drives and interests are shaped by articulation. Therefore, a career plan is central to women's personal and professional development since it provides them with goal posts and milestones.

In conclusion, we need women in large numbers in corporations to begin the diversity and inclusion journey. Only if there is significant representation can we talk of participation in decision making in organizations. The pandemic offers an opportunity for the project management profession to commence a new area of inclusion of women. With remote work, project management in some industries can be handled virtually. Virtual work offers opportunity for women to examine careers in project management. Organizations can invest in hiring competent women who will fill this role. PMI can offer exclusive training for women students enrolled in colleges. When women are exposed to project management at early stages of their careers, they may be able to build this in to their interest. The pipeline of women professionals in project management needs to begin here and they can be then groomed in to project management careers. Showcasing existing women project managers to the young women can make the professional aspiration for them.

PM Member's Corner

We welcome all new members and thank members who have renewed their membership in May 2021.

Members completing their Anniversaries in May 2021

There are a total of 125 chapter members who have completed their anniversaries in May 2021. We from the chapter would like to thank them all for being with us through thick and thin and support us for these long years. Some of the notable long terms (10 years and above) are given below.

18 Years (Since May 2003)
- Mr. Vasudevan Kuppuswamy

17 Years (Since May 2004)
- Mr. Meenakshisundaram Narayanan

16 Years (Since March 2005)
- Mr. Sundar Arumugham

15 Years (Since March 2006)
- Mrs. Pankaj Tiwari
- Mr. Bhaskar Jaganathan
- Mr. Amaran Arumugam
- Mr. Chandrasekar Ramakrishnan

14 Years (Since March 2007)
- Mr. Palash Gupta
- Mr. Srinivas Attili

13 Years (Since March 2008)
- Mr. Dharmapuri Aravind
- Mr. Balamurugan Gurusamy
- Mr. Manjunath Ananth
- Mr. Veeraiah Veerappan

12 Years (Since March 2009)
- Mr. Shailendra Diwan
- Mr. Ajai Radhakrishnan
- Mrs. Rachna Singh

11 Years (Since March 2010)
- Mr. Narendran Karumathil
- Mr. Prasad Nerusu
- Mr. Anil Ponnempalath

11 Years (Since March 2010) (cont'd)
- Mr. Susheel Kumar Vellore Surendraraj
- Mr. Santosh Kumar Narasimhamurthy
- Mr. Vinayagamurthy Vadivelu

10 Years (Since March 2011)
- Mr. Prakash Reddy K V
- Mr. Shivaprasad Madaiah
- Mr. Muthukrishnan R
- Mr. Sesha Sai T V
- Ms. Kshiti Kothari
- Mr. Hanumant Kulkarni
- Mr. Pramod Subbarao

For any queries or suggestions, please write to **Balakumar Chinnaiyan,** VP Membership, PMI Bangalore India Chapter at **membership@pmibangalorechapter.org**

PM Quiz

Questions:

1. _____ quality method recommend continuous improvement based on small changes involving members of the organization
2. _____quality management method uses boards to enable and promote visualization and flow of work through the system, for everyone to see
3. Comparing the quality methods adopted by one's organization with those adopted by reputed companies in the industry is called_____quality technique
4. Classifying the defects by cause and summarizing it in a chart in descending order is done as part of _____ quality tool.
5. _____quality control technique or tool should be used when trying to determine the cause of a major defect

Answers:

1. Kaizen 2. Kanban 3. BenchMarking 4. Pareto Analysis 5. Fish Bone Diagram

Compiled by Nikita Pareek

Member Benefits:

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- 19 digital editions of the PMI Standards
- 57 digital editions of PMI-published books

Happy Learning and earning PDUs!!! Feel free to revert for any further clarifications.

https://www.pmi.org/membership

CHAPTER EVENTS

PMP QUEST
PMI BANGALORE CHAPTER

Important Online PMP QUEST Training Dates :
19th, 20th, 26th and 27th June 2021

E & C PM Footprints Webinar — June, SAT 12

PM Footprints Webinar — June, SAT 12

ValueWorks; mail@valueworks.co.in