

Editor's Note

Dear Reader,

Spring is here! Seems like Summer is here too in a hurry. Greetings from The PMI Bangalore India Chapter to all! We wish you all a very happy and fun April full of festivals.

Volatility seems to be the flavour of many seasons gone by now. At some point in the last two years, our projects have been rescheduled due to things like the pandemic, traffic jam at the Suez canal, or similar things totally out of our control! Empty containers on one coast and none available at other, semiconductors not being born at the same rate as being used, and to top it off the uncertainty fuelled by war!

At the heart of it, volatility is nature's way of showing us how little we are in control. Perhaps, the only answer to volatility is resilience. In a world full of noise, marketing, plugs, influencers, it is in our best interest to seek the company of people who value resilience ahead of everything else. Now is the time to renew your vows of grit made in January!

I consider it a great honor to present to you the April'22 edition of the PM Essence Newsletter. It is an exciting edition filled with thoughts from our esteemed guest authors & event updates that will pique your curiosity and challenge you to stay updated.

This edition kicks off with great refreshers on Sustainable Projects, PMO & Planning, with useful references to the PMBOK guide 7th edition. After that is an excellent introduction to the inside world of the retail store. We all get to see the final store and quickly click on a review, it is time to understand the roller coaster of rolling one out.

Our ECE footprints update this month is aptly titled "Simplify to amplify". It says that the solution to most problems is usually a combination of multiple simple actions performed coherently, irrespective of the magnitude of the challenge.

Next up, the PMI South Asia's first-ever in-person Common Ground event in Bangalore, a sneak peek into what you missed and how awesome the meetup after a long time was! It is followed by academic musings from the same event - an engaging panel discussion!

We continue the usual fun portion of the issue with those rib tickling cartoons, a quiz & provide an update about the chapter news and membership corner.

We hope this April edition is enjoyable to you and also provides you with reminders and motivation to restart that continuous learning plan, if it's parked aside!

Thank you for your continued readership and looking forward to presenting you with more such insightful content. Happy Reading!

Team Essence

Editorial Content Credit: Shashank Burli

For feedback – avpmarcom1@pmibangalore.org

Editorial Board

- Chankit Jain, PMP, PMI Volunteer, CRE
- Indupriya Sasidharan, PMP
- Raja Sekhar G V D, PMP
- Shashank Burli, PMP

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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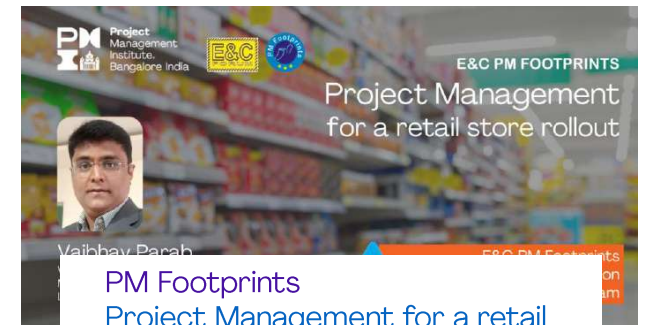


[PMI Common Ground North India Chapter](#)

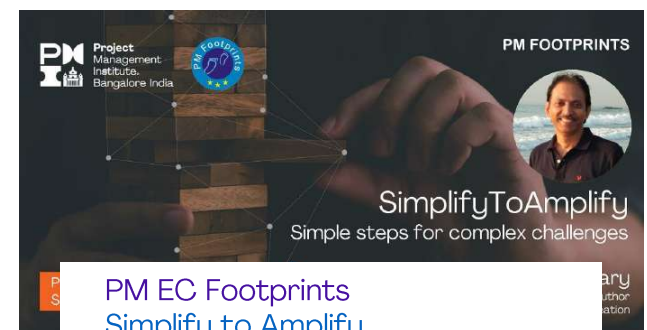
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PM Capture



“Crowning glory of Jammu and Kashmir”

Photo Shot at : Gulmarg

Photo Shot by : Chankit Jain



GUEST ARTICLE 1

Sustainable Projects and Project Management

Author: Raju Rao

ABOUT THE AUTHOR



Raju Rao is an author ,speaker and entrepreneur. He has been a trainer, consultant and coach for nearly two decades and has been involved in the development of many standards in project management. He often writes for

professional journals and is the co-author of two books on project management. He has been a speaker in many global conferences and seminars. He is the Founder of the not-for-profit- Forum for Food Recovery , an organization involved in advocacy and providing solutions for food waste and recovery management .He also dabbles in writing fiction .He is an active member of Toastmasters International. Raju's interests are in cooking, running/cycling and listening to music.

Some Pointers from The Standard for Project Management & PMBOK Guide 7th Edition

In recent times, the topic of sustainability has received a lot of attention. It is slowly moving from understanding it as a global phenomenon to action, translating to what professionals in business and industry can do in the larger interest in preparing for the future. For Project Managers this is a unique opportunity to contribute beyond the immediate objectives outlined for their projects.

What is sustainability? The UN Brundtland Commission states it as "Development that meets the needs of the present without compromising the ability of future generations to meet their own needs". This broad-based definition is simple and covers the major issues and challenges faced today i.e.,

related to climate change, energy, environment and resources.

Sustainability - projects and project management- the connection

Projects:

- Outputs
- Life cycle & service

Project outputs are traditionally measured in terms of scope, time and costs. To make the outputs sustainable we have to view them from an outcome perspective. This is more easily understood in terms of the life cycle approach. Project life cycle gets completed at the closing stage or phase. To make the products sustainable we look at the life cycle beyond it,i.e. operation and disposal or in short from "cradle to grave" or total life cycle analysis. Further the project outputs or product produced when operated may have a service component for maintaining the product which can also be sustainable. For e.g., if we consider the manufacture of a car. This could use fossil fuels like petrol or we could have a non-petrol electric car. By



producing such a product, we are following the sustainability route but the car will also have a maintenance service which can also be designed from this angle.

Project Management

At different phases of the project life cycle i.e. typically, Initiation, Planning, Execution and Closure the incidence of sustainability would be different. The maximum will be at Initiation & Planning where we could influence project decisions related to it. It will be less at the execution phase and practically nil at closure. While managing the project one would like to look at all sustainability factors e.g., wastage of resources, use of environmentally friendly materials, use of renewable energy etc.

Why Sustainability?

Having a project which is sustainable has economic & managerial benefits. It creates competitive advantage, reduces project risk and helps cope with complexity and crisis. It also helps improve brand image for the organization and helps it in the long-term by aligning with strategy and capability to stay in the business.



Output v/s Outcome:

The central point in understanding sustainability is to view initiatives whether projects or operations from an outcome perspective. This helps us to understand the value obtained from a venture and if they are to be sustainable and long-term in nature it should include parameters other than just profit. This calls for moving away from the concept of the triple constraint, well understood by project managers, to Triple Bottom Line which embraces the three Ps i.e., Profit People and Prosperity.

In this context, The Standard for Project Management has now progressed to an outcome-based approach as against outputs as has been espoused up to the 6th edition. This is a significant difference and change in the direction of project management in understanding it as holistic and strategic capability in achieving organizational or societal objectives.

Going further, the PMBOK Guide 7th edition has provided many other pointers indicating the sustainable aspects of project management.

The 7th edition PMBOK Guide differentiates The Standard for Project Management from the PMBOK Guide. The former explains 12 principles of project management while the latter describes 8 performance domains which are necessary for effective delivery of outcomes.

The two principles stated in The Standard relevant to understanding the sustainable aspects for managing projects are Stewardship and Quality.

Stewardship: According to Section 3.1 of The Standard "Stewards act responsibly to carry out activities with integrity, care and trustworthiness while maintaining compliance with internal and external guidelines.

The Standard for Project Management and PMBOK guide 7th Edition

Environmental Sustainability & Org Materials & Resources

Impact of deliverable on environmental social and economic parameters

Environmental Impact or Product Life Cycle Assessment/ Physical resources

Tailoring Performance Domains I.e. Delivery

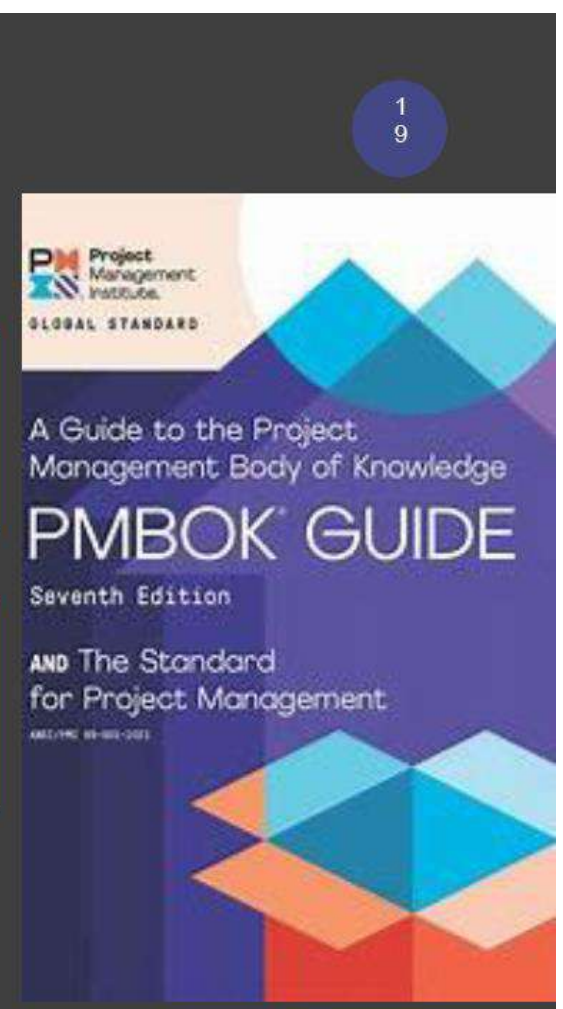


Principles

- Stewardship
- Quality

Domains

- Planning
- Tailoring



They demonstrate a broad commitment to financial social and environmental aspects of the projects they support”

The responsibilities include within and external to the organization. Stewardship outside includes

- **Environmental sustainability:** an awareness of issues related to the environment and how they will affect projects or how project decisions have an impact on it.
- **Materials & Resources:** Managing them for optimum utilization and avoiding wastage.

Quality: Section 3.8 One dimension of quality is stated as “Sustainability: “Does the deliverable produce a positive impact on economic, social and environmental parameters?”

In the PMBOK Guide 7th Ed there is a reference to sustainability in two areas: Planning domain and the Tailoring section.

In the **Project Performance domain** of Planning, Section 2.4.1 of the PMBOK guide, mention is made of initial planning being used to consider social & environmental impacts in addition to financial impacts. This may take the form of product life cycle assessment which will evaluate the potential environmental impact of the product, process or system.

In the **Tailoring of Performance Domain:** Delivery, Section 3.5.6 of the PMBOK Guide, the sustainability aspect is considered through the following question “How does sustainability factor into the elements of project management or product development?”

Other Standards

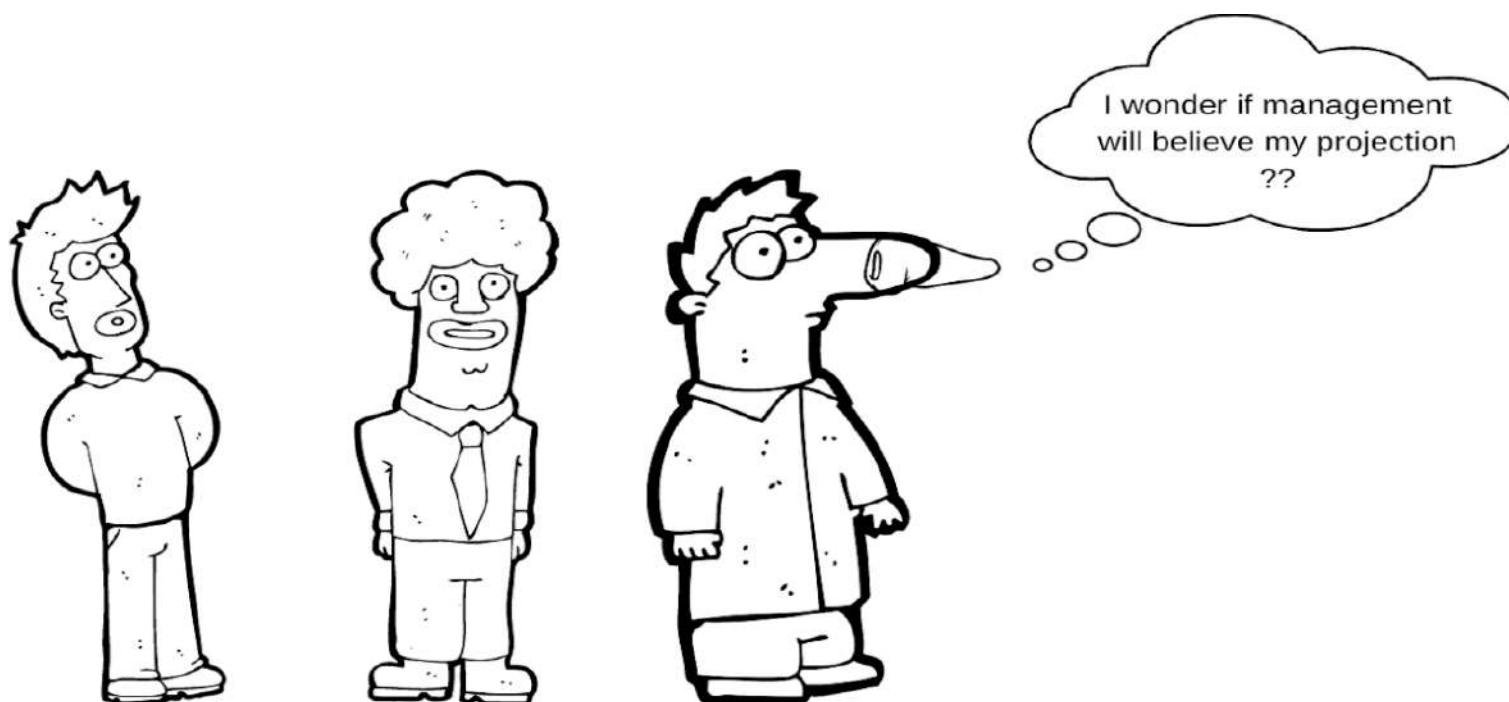
To understand the subject of sustainability and its interface with projects & project management in a better way it will be beneficial to look at the literature from other standards as well. This includes IPMA International Project Management Association and APM The Association for Project Management UK which have discussed the sustainability factor in different ways. In particular GPM (greenprojectmanagement.org) in The P5 Standard for Sustainability in Project Management has related the 17 Sustainable development Goals of UN and has proposed action points on each of them.

References

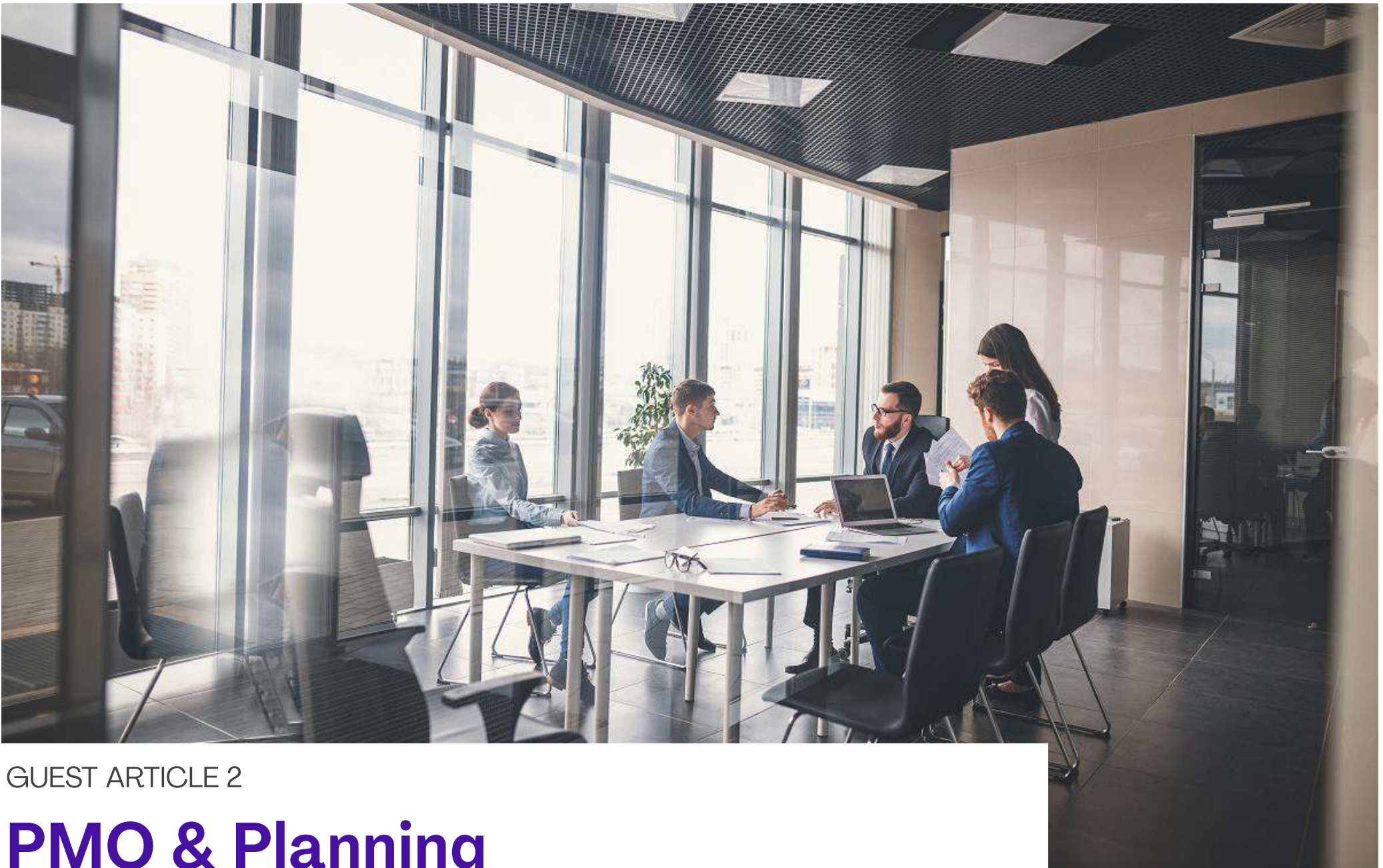
The Standard for Project Management & PMBOK Guide 7th Edition. www.pmi.org
Rao,Raju. Jan 2022 Webinar ProjectManagement.com - Sustainability - The Value Proposition for Project Managers

PM Cartoon

- Created by Chankit Jain



Chankit jain...



GUEST ARTICLE 2

PMO & Planning

PMO & Planning – An Operational, Tactical and Strategic view

How do I manage the strategic goals of my organization?

How should I create the tactical plans to achieve the strategic goals?

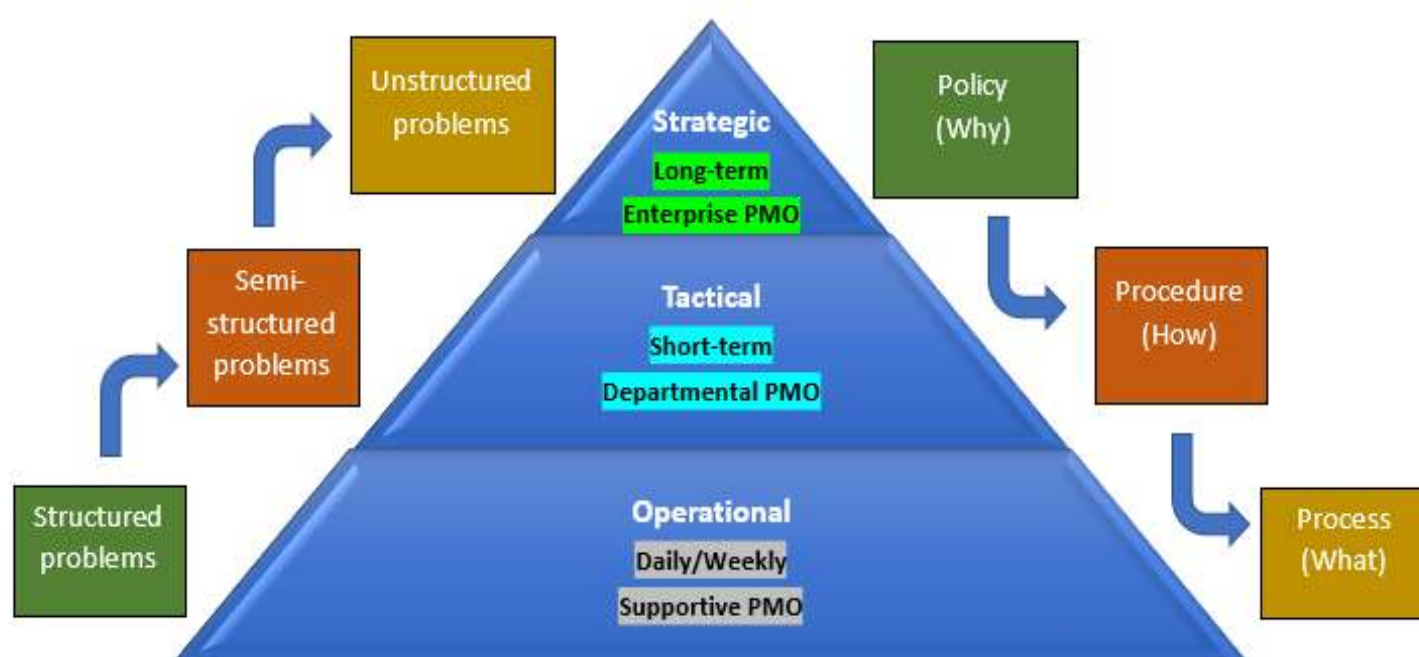
How should I plan the operational activities to make the tactical plans successful?

ABOUT THE AUTHOR



Gaurav Dhooper is a seasoned project/program management professional with a passion towards Agility and implementing Digital business strategy. Presently, he is working with Genpact as Assistant Vice President - Software Development.

As a PMO (Project/Program/Portfolio Management Office) function/ service provider, do these questions let you think through the planning process? Certainly, but the execution becomes more difficult when the planning is done at different stages before putting the plan into action. Moreover, the policy, procedures and processes require an alignment as they lay the very foundation of making the plans successful and may require PMO to re-invent and transform itself by shifting its mindset from delivery of projects to business value and benefits realization.



In the above context, it becomes important to understand the strategic aspect when it comes to defining the strategic goals such as achieving a NPS score of 80. To achieve this strategic goal, a company needs to define various strategic initiatives that a PMO can enable. PMOs need to focus on critical initiatives and provide operational insights to senior leaders which will help them in taking data-driven and action-oriented decisions. At the same time, the processes defined for execution should be simple enough that help in establishing program level visibility and communicating progress proactively without creating overheads.

The PMO Leaders need to build the capabilities and skills around the PMI® Talent Triangle which helps in delivering value and benefits beyond successful delivery of projects and programs on the parameters of Iron triangle (Scope, Cost and Time) in project management. With the proliferation of digital transformation, digital skills are becoming part and parcel of the Talent Triangle comprising Technical Project Management, Strategic Business Management and Leadership skills. Additionally, the digital skills enable the PMO to measure the progress and improve the performance in a transparent manner with meaningful data insights. PMO also plays a vital role to support the delivery of digital enterprise programs by supporting capital allocation, creating and maintaining investment roadmaps and reviewing implementation plans and outcomes.



Source: Project Management Institute Talent Triangle

The tactical project planning involves the procedural aspects to accomplish the strategy which is more unstructured in nature.

PMO can act as a bridge to solve the unstructured problems by breaking them into semi-structured problems with continuous planning and measuring the performance in a shorter time frame. However, it is very critical to not lose the systemic view or a bigger picture when creating tactical plans to achieve the strategic goals. It requires strategic thinking for building long-term relationships to mutually benefit the stakeholders. The best practices and standards laid down for successful project execution makes the tactical plans more robust as it allows to break down the strategy in smaller chunks to achieve it sooner and quickly change the direction if needed. In the above strategic goal of improving the NPS score, the tactical planning will create initiatives to seek regular customer feedback and identify the gaps in shorter iterations for course correction and continuous improvement. Tactical PMO gets involved in monitoring and controlling of projects/programmes in a specific department of the organization or helps the organization to institutionalize the standards and best practices. It works closely with the project managers and receives feedback from them to identify risks early on and build mitigating strategies for reducing the negative impact or converting risks into opportunities.

The operational planning is very crucial as it provides detailed and day-to-day insights on the activities to achieve the tactical plans. PMO plays a supportive role in the operational planning to facilitate the necessary methodology and documentation needed for the effective management and monitoring of a project and associated daily tasks by the project manager. PMO at this level mainly acts as a custodian of the process and provides the necessary information to the stakeholders about the projects and programs ongoing in the organization or in a particular account. They do not directly participate in the organization's project portfolio unlike PMO at the strategic level planning.

PMOs at different levels have different roles to play, but the purpose and overarching goal at the enterprise, department or specific project level remains the same i.e., to deliver services/value with highest quality and great customer experience. This approach will always help in bridging the gap between strategy design and implementation and aligning the vision, mission, and objectives.

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PMI Bangalore Chapter members	Rs. 16,000 + taxes
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PM FOOTPRINTS ARTICLE

Compiled by Raja Sekhar G V D

Project Management for a retail store rollout

ABOUT THE AUTHOR



Vaibhav Parab is a professional Civil Engineer with about 30 years of extensive experience in Project Planning, Initiation & Management encompassing Conceptualizing, Design, Planning, Procurement/ordering, implementation and Commissioning in Retail / Commercial/QSR Architecture & Interior Design & decoration/Fit-out projects industry. Expertise in overseeing the efficient and

successful implementation of rolling out of retail stores of various brands, QSR outlets, commercial office premise fit-outs, High end restaurant outlets, Spas, Gymnasium, Training centers and Residence fit-outs infrastructure/ Change management /Detailing of projects. Has understanding, experience and ability to visualize, plan, coordinate, tweak/modify and execute entire gamut of projects in said areas/industry and ensure, end to end set up from line-out to commissioning/hand-over.

Retail Store roll out:

Retail store roll out is a program in which any brand creates the presence in every possible network in many numbers by studying the market and business sensitivity, investing the best of time, cost and quality thereby create a uniform product which will remain uniform look and feel, speak uniform language, follow uniform practices and remain uniform in application and customer services thus making customer engagement stronger and longer.

Important requirements for Retail Store roll out

- Locations map: – ABD, SPD, Catchment, and Market Competitions.
- Store Infrastructure:-Permanent establishment and Assets.
- Merchandize Planning: – SAP, Categories, High Sale/Low Sale merchandize and timely replenishment.
- Statuary, Health and Safety:-Infra safety, following the norms and ensuring compliances.

Approach and Strategy of Project Management:

- Plan can fail, but planning will never fail.
- Explore the exploration and give the best design.
- Create and Evolve options for materials and manpower.



Mantra for Successful Retail Brand Store Roll Out

- Make Able team in Place
- Believe 4D model- Discuss, Decide, Delegate and Deliver
- Create options and reduce dependency
- Plan strategy outline
- Pick right people at jobs
- Work on all fronts simultaneously
- Ensure Comprehensive closure
- Study the learnings and use for betterment

Key Takeaways

- Look and feel of the retail store roll out project is important.
- Involvement of off-site/Indirect work, having more number of stakeholders, high competition and short lifespan differ it from a typical civil or construction project.
- The key deliverables of any retail store are timely completion of on-site works, on time delivery of off-site items, phases /sequences of execution.



Project Management Institute.
Bangalore India





PM FOOTPRINTS

SimplifyToAmplify

Simple steps for complex challenges

Anil Kant Choudhary
Advisor | Consultant | Mentor | Guide | Speaker | Author
COO at Ima ReCreation

PM Footprints Webinar on
Saturday, 12 Mar 2022 | 10 am



PM ECE FOOTPRINTS ARTICLE Compiled by Shashank Burli

Simplify to Amplify

ABOUT THE AUTHOR



Mr. Anil Kant Choudhary is a 30 + year IT veteran who started as a developer and rose to the head of the Industry sector. He has worked with major companies like Mascot System, Wipro & CGI. His experience spans across multiple industry domains such as Retail, Consumer Services, Utilities, Communication, Media, Entertainment, Manufacturing, Oil & Gas, Health Care, Investment Banking, Transportation and Logistics. In his second stint as a freelancer, he is helping individuals and organisations to 'nurture their potential' in one on one and group setups. He is also an author, and has shared his wisdom in his book published under the title 'Good Decision Bad Decision'.

Challenges are essential for growth. One interesting observation about any challenge is that the solution is mostly a combination of multiple simple actions performed coherently irrespective of the magnitude of the challenge. The examples talked about impact at least one of the four pillars that are at the core of Business Delivery and Operations irrespective of the technology or the domain: Client Relationship, Profitability & Growth, Employee Development and Delivery Excellence.

Simple Steps for a massive challenge

- Self belief is fundamental and essential
- Doing and Learning should complement self belief as we move towards the goal
- Sustained buildup of several small but incremental successes and failures
- Thwart distractions by focus on the goal and balance between parallel activities
- People will guide you, but the real differentiator should come from within you
- Acknowledge the team and respect the contributions of others

A common basic approach

- Ascertain the root of the problem
- Separate the noise from the message
- Know by similar instances in the past
- Anticipate risks and likely fixes
- Knit a practical solution involving the stakeholders
- Come up with a time bound implementation plan



PMI Bangalore Chapter Common Ground Launch Event | 12th March 2022

Compiled by Indu Sasidharan



After 2 years of the Pandemic and every event just a room away on zoom calls, the PMI Bangalore Ground Launch was an **in-person event** which was a welcome change.

A first-of-a-kind & PMI South Asia's first exclusive event for project management professionals carefully put together with the right mix of kiosks that had PMI offerings, Career paths, Industry interaction, Mentorship corner, Toastmasters International and a Knowledge Theatre with a packed agenda.



It all started with our past President **Mr. Muktesh Murthy** addressing the audience with his thoughts on volunteering.

At an event organized with PMI Bangalore Volunteers and coming from someone who led this until recently, this talk was a revelation.



We then had a very candid and eloquent speaker in **Mr. Aniket Amdekar**, a Distinguished Toastmaster talk about the importance of crisp communication in a world of TLDR (Too long don't read).

He spoke about using Ethos, Pathos & Logos while crafting project updates and delved into the different types of updates and their purpose.



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PMI Bangalore Chapter Common Ground Launch Event | 12th March 2022

Compiled by Indu Sasidharan



The London Stock Exchange Group (LSEG) was represented by **Ms Niranjana Bari & Ms Ranjani Balasunder** who shared their experience about creating a robust go-to market strategy in transforming an organization.



We had another Toastmaster Mr. **Mayank Jain** present the importance of effective communication in Project Management and life in general by paying attention to knowing the audience, having the right energy and appearance and a good presentation structure.



Mr. Anees Ahmed Haidary from Sasken Technologies spoke about the importance and relevance of a “soft skilled Project Manager” and PMI’s latest wicked problem-solving offering.



Mr. Rohan Ravindra, another Toastmaster walked us through how we can prepare for impromptu speaking. Even though it is impromptu, one can always master the art and prepare.

The panel discussion was a highlight with insightful discussions among the industry & academia experts. The highlight was the shift in perspective from skills to competence.



A very important and much talked about topic was the introduction to Disciplined Agile (DA) that was presented by **Mr. Prasanna Sampathkumar**, a region mentor for PMI South Asia. DA is not a framework but a toolkit that focuses on the decisions you need to consider, the options available to you, and the trade-offs associated with these options. It shows you how to effectively combine strategies from Scrum, Kanban, SAFe®, and many other approaches in a tailorable and scalable manner. Organizations that adopt Disciplined Agile go to market sooner, deliver value faster and make their customers happier.



PMI Bangalore Chapter Common Ground Launch Event | 12th March 2022



The Ground Launch event was extremely well organized and an enriching experience for the participants, speakers, volunteers, and organizers.

There was little that could go wrong when the greatest Project Management minds take initiative, plan, and organize an event.



PMI Common Ground North India Chapter

The Event was a great success with collaboration and representation from PMI Bangalore Chapter President Mr. Sachin Sood and VP Special Programs Ms. Lakshmi Ramachandran along with PMI India leadership team. Witnessed as the saying goes “South meets North with National integrity”.



Academic Musings

Compiled by Karthikeyan Ramamurthy

Common Ground Career Fair - Panel Discussion

The first quarter in 2022 for the academic relations team at PMI BLR started a bit slowly with the impact of Omicron looming, but by March we have started the engagement earnestly with some key events and discussions

On the side-lines of PMI South Asia's first-ever in-person Common Ground Career Fair in Bangalore (followed by Kolkotta and Delhi), a panel discussion was organised on how industry & academia can meet half way and ensure well rounded graduates enter the market each year. The highlight was the shift of perspective from skills to competence.

The esteemed panelists included leaders from the corporate world (from companies like Intuit, Sonata, Quest Global, Sasken, Signify) and academia (representing Amrita Vishwa Vidyapeeth). Christ University was also being represented at the event.

The discussion was really engaging with a varied set of views on areas – the success of internship/ engineering trainee programs, the skill gap in the campus to corporate journey, the kind of skills that academic institutions need to be focussing, what corporates could do bridge the gaps, how even the new education policy will enable this to of course moving from focusing on skills to a competency based assessment.

The idea is of course to make this platform sustainable with more interactions through the year bringing the corporate world and academia together.

[Radhika Kannan Sundaralata Ammanamanchi](#) [Abhijeet Hardikar](#) [Vishwajeet Singh Manoj P](#) [Madhusudana Rao](#) [#PMIBangaloreChapter](#) [#PMISA](#) [#Academiarelations](#) [#paneldiscussion](#)



Graduation Day ceremony at ABBS

Dear Members, it was delightful to see our Chapter President, Mr. Sachin Sood presiding over the Graduation Day Ceremony for the batch of MBA Students(2019-2021) at Acharya Bangalore Business School.

He was invited by the Director of the MBA program, Dr. H R Venkatesha. The other dignitaries on stage were – Mr. Ajitesh Basani(Executive Director, ABBS), Dr. Madhumita Chatterjee (Director PGDM, ABBS), Dr. Vijayabhaskar (Principal, ABBS)



PMI Bangalore Chapter Academic Relations Team



Srikantha Konnanur is a FMCG industry veteran with over 35 years of experience in FMCG and Healthcare Industry. His previous role was Vice President- Sales & BD at Amrutanjan Healthcare Pvt. Ltd. Has significant experience in leading and building sales and marketing capability. He is PMP certified and has been a member of the PMI Bengaluru Chapter since 2016.He has been active with volunteering opportunities and has been with the academic relations portfolio since 2020.



Bhaskar Jaganathan is a Seasoned Project Manager with more than 25 years of IT project management experience. He is currently working as Senior Delivery Manager in IBM. He also conducts Project Management & Agile delivery sessions in his organization. He is a certified PMP professional since 2006 and member of PMI Bengaluru Chapter since 2012.



Kartikeyan Ramamurthy has more than 20+ years experience in Project, Program, Portfolio management and PMOs. He is currently working in the role of Director-Strategy at Amadeus Labs. He is a certified PMP, PfMP, PMO-CP, DevOps Leader. He is currently a member of the board of directors at PMI Bengaluru Chapter and is also the regional ambassador in India for PMO Global Alliance.

PM Quiz

Compiled by Indupriya Sasidharan

Know your ABCs (Clue: They are the ABCs)

1. The smallest unit of work necessary to complete a project work package
2. This technique uses historical project data to prepare time and cost estimates
3. Concept or tool used to assess whether an organization's activities are correlated with its general vision and objectives
4. The sum total of positive effects (Tangible & Intangible) on business
5. An appointed group of stakeholders who evaluate proposed changes and decide when and whether to make them
6. A limitation on a project

Prep Tip : Brush your DEF Project Management Terminologies for the next edition in May.

ANSWERS

1. ACTIVITY | 2. ANALOGOUS ESTIMATION | 3. BALANCED SCORECARD | 4. BUSINESS VALUE | 5. CHANGE CONTROL BOARD | 6. CONSTRAINT

Chapter News

1

Chapter had successfully concluded below sessions:



E&C PM Footprints on 12th March 2022 titled "Project Management for a retail store rollout" by Mr.Vaibhav Parab



PM Footprints on 12 March 2022 titled "Simplify to Amplify" by Mr. Anil Kant Chaudhary

2



PMP Quest training was successfully conducted on 19, 20, 26, 27 March.

Member Benefits

PMI membership includes many free resources that can help you power your career and earn valuable PDUs.

- 1000+ tools, templates, and webinars
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 - Networking with project managers around the world
- Plus, PMI membership includes free access to these digital publications:
- PMBOK® Guide (available in 12 languages)
 - 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>

Members' Corner

Compiled by Subramanyam Krishnamurthy, VP Membership Services, PMI Bangalore India Chapter

Membership Transactions:

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

Members completing their anniversaries in March 2022

There are a total of 137 chapter members who have completed their anniversaries last month. 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.

16

Years Since Mar 2006

Mr. Madhukar A
Mr. Raghavendra Deshpande
Mr. Bhaskar Jaganathan
Mr. Sumatipal Kotangale
Mr. Sumit Sinha
Mrs. Pankaj Tiwari

15

Years Since Mar 2007

Mr. Ravi Shankarnarayana

14

Years Since Mar 2008

Mr. Satyanarayana M
Mr. Sathya Prasad
Mr. RAVI S

13

Years Since Mar 2009

Mr. Ravi Shankarnarayana
Mr. Krishnaprasad TR
Mr. Samuel Dorairaj

13

Years Since Dec 2009

Mr. H Chakrapani
Mr. Nimish Mehta

12

Years Since Mar 2010

Mr. Saurabh Das
Mr. Raju Desai
Mr. Girish Kumar.S

11

Years Since Mar 2011

Mr. Manjunath Kubendra

10

Years Since Dec 2011

Mr. Cronin Dalmeida
Mr. Sunil Kakade
Mr. Mayur Mahadevaiah

Mr. Veerendra Patil
Ms. Shikha Vaidh
Mr. Naveen Vasanthakumar

Chapter Events Calendar

E&C PM Footprints

E&C PM FOOTPRINTS
Impact of procurement in success of a project

Vinod Giri
Supply Chain Leader,
Life Coach and Mentor

BOTH IN-PERSON AND THROUGH ZOOM LINK
Sat, 14 May 2022 | 08.30 am
Royal Orchid Central Hotel, Manipal Centre, Dickenson Road

E&C PM Footprints 14th May - 08.30am –
IN-PERSON & Virtual

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13th April 2022

1. [Agile / Lean 2021 Review](#)
2. [Training the Citizen Developer for Organizational Success](#)

15th April 2022

1. [Questions for the Project Management Community](#)

19th April 2022

1. [PMP Certification value & demand in different countries](#)
2. [How New Leadership Styles are Evolving to Run Businesses Effectively in a Post Pandemic Era](#)