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Theme: Project Management Leadership - In A Rapidly Changing World

Abstract: Referring to India mission of, 'The National Skill Development', I believe we have an opportunity to introduce project management for 'Generation Z' (students, who are growing up in a computer environment & internet world). Today, a fresher will start hunting job after acquiring degree or go for a start-up venture. As observed, a fresher joins an organization and face the real world; eventually, the skill required to perform project activities is acquired on the ground. A fresher who joins a PMO office has longer gestation period to settle and move up in career; as they need to demonstrate competency. An individual, who opt for start-up venture without insight on project management framework, struggle to achieve the milestones. This leads to quitting, loss of self-confidence, hiring cost. Many fresher's do overcome and sail thru' but with an opportunity loss.

We might agree, project management is applicable to all deliverables that is managed in professional and personal life. So, if we introduce project management framework gradually in our current education model, we will have talent pool with good understanding of process groups and knowledge areas. Now with a background of project management framework fresher's in a PMO office or for a project management role, he/she can be a quick learner and productive; saving organization time and investment. A fresher joining other function, who has to liaison with project manager will be a competent to understand or articulate the requirement. Even a fresher on start-up venture will get assistance to minimize risk and failures.

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- **Abbreviations**

  EY - Ernst & Young

  FICCI - The Federation of Indian Chambers of Commerce and Industry

  GDP - Gross Domestic product

  GPS - Global Positioning System

  ICSE - Indian Certificate of Secondary Education

  NSDC - National Skill Development Corporation

  PAN - Presence across Nation

  PM – Project Management

  PMEG - Project Management for Enrolled Graduates

  PMI – Project Management Institute

  UGC - University Grants Commission

Notes:

Generation (Gen) [9] -
Individual born between 1966 – 1976 are referred as Gen X; Individual born between 1977-1994 are referred as Gen Y and Individual born between 1995- 2012 are Gen Z

K-12 -
A term used in education and educational technology in the United States, Canada, and possibly other countries, is a short form for the publicly-supported school grades prior to college. These grades are kindergarten (K) and the 1st through the 12th grade

How to read this document

Abbreviation used are briefed in annexures at end of this document. References are given in numbers with hyperlink; it can be visited for verification and more detail. The entire flow is sequential as listed in table of content, which justifies abstract and introduction. Few words and sentences might be repeated, to emphasis the situation. The implementation will need detailing, which can be made available provided the concept presented below is acceptable and need to be taken forward.

- **INTRODUCTION**

What if, a **fresher** from any institution has started to understand organization process in weeks instead of months; what if, a **start-up venture** find his/her idea reaping fruits in months instead of year's; what if, project **stakeholders** understands terminology and reduces number of de-briefing every time; what if, project **sponsors & stakeholders** realize change in scope has an cascading impact on deliverables and milestones; what if, **every employee** in an organization understands the importance of communication & documentation; what if, adapting **disruptive technology** is welcomed and looked as an opportunity; what if, **lesson learnt** are documented, reviewed and subsequent project get improvised; and more. Above wish list looks good and can become a reality; a small shift is required to erase, 'what if'.

Lot of quality information is contributed by Dr.Vijay Kanabar (PMP) in published article "Addressing Global Demands Helps School Expand" [11] in September 2014. One of his quote says "If you don't offer project management courses, you aren't serving your student base, and you are losing an opportunity to invest in interdisciplinary research."

Before we understand how the shift can be brought into action, let's spend time on few aspects.

- **CURRENT CONCERN**

  a) <u>**Education**</u>**:**

  Today, with addition of many ICSE school, computers in school syllabus and lot of other initiatives; every student in school gets lot of projects to be delivered. During graduation, students get chance to work and deliver on project based on field of study. Lastly, when a graduate is ready to join the workforce, the connecting dots (i.e. project management) is missing.

  <u>**Concern:**</u> In spite of spending good 15-17 years in education system, a graduate need be trained and he/she need to invest time to learn project management.

  b) <u>**LIFESTYLE:**</u> A decade or two back, most of us had definitely initiated, planned, monitored & executed event full of fun like; travel, marriage, get-together, residential complex function, picnic's etc. These were the opportunity to improvise coordination skills, team management skills and few more attributes required for project management. Now with arrival of smartphone, most of the services can be easily acquired, hired or outsourced.

  <u>**Concern:**</u> An opportunity to perform project related activities is minimizing.

  c) <u>**Technology advances**</u>: With **GPS invention & online shopping**, tons of problems are getting addressed. But without GPS, I am sure many might not find their own house. Just going back to days, where GPS not existed; every individual / traveler was forced to stop by a stranger and had to ask them the route; this was an opportunity to initiate communication and articulate a request.

  <u>**Concern:**</u> A chance for individual to break his/her silence and articulate request with strangers is minimizing.

  d) <u>**Workplace**</u>: A project manager has to work with different stakeholders; coming from different field of education, domain and culture. The stakeholders without project management knowledge, takes time to understand the actionable/expectations from a project managers.

  <u>**Concern:**</u> It adds delays to project and extra effort for a project manager to recap, convince his point across table or to other stakeholders.

  e) <u>**Start-up**</u>: With recent change in political environment of India, which has encouraged citizens with 'Start-up India' *largely* got two extreme views. One third of them was sounding positive and rest were not satisfied [13].

  <u>**Concern:**</u> Two third participant with project management knowledge would have anticipated the challenges or gaps in 'Start-up India; and worked alternate options.

- **STATISTICS**

Requirement:

a. As per 'Project Management Talent Gap Report (March 2013)' [10] from PMI based on GDP growth it is estimated, India would need around **8.8 million** project manager & globally around **41.4 million** [10].

b. In India, as per July 2015, business standard [2] annual project manager's requirement is around ***400,000 (.4 million)*** till 2020; and we have 35,000 (8.75%) professionals who have knowledge or skill of project management. There are good initiatives by local government agencies, academic institutes & university to build project management capabilities [3]. The following matrix shows the increase of existing project manager by 100% till 2020.

A working estimate of project management capabilities:

Year	Increasing by 100%	%	
2016	35000	8.75%	**Challenge:** Even after engaging with universities or independent initiative by academic, agencies etc. reaching the requirement of (0.4 million) will need some more push.
2017	70000	17.50%	
2018	105000	26.25%	
2019	140000	35.00%	
2020	175000	43.75%	

Above a & b are two different and extreme information. Before we draw an inference, let's us also look at the source.

- **SHIFTING THE GEAR**

  Next question in queue is **"how can we address"**? Yes, there are related initiative by PMI themselves [4],[12] and scaling up the role of PM by PMI of Netherlands [8] but demand and supply gap remains still wide.

  a) **4.1   Source:** Globally, as per PMI published report [1] as on Dec 2015, we have around **742000** credential holders from 200 countries. The current K-12 school [6], system in India is one of the largest in the world with more than 1.4 million schools with **250+ million** students enrolled, reveals EY-FICCI report on the education sector in India. UGC of India [5] had published Statistics on Indian Higher Education 2012-2013; wherein **20.3 million** have enrolled in various field for Bachelor's, Master's, Diploma and Research.

     Summary of 4.1

Source	In Million	Period	Remarks
Global: PMI.org	0.74	Dec-15	Credential Holders [1]
Global: PMI.org	0.47	Dec-15	Members
Domestic: K-12	17.00	Not available	Estimated out of total 250+ million [6] (i.e. from Kindergarten to Class 12)
Domestic: UGC	20.00	2012-2013	Enroll for graduation [5] (Bachelor's, Master's, Diploma and Research)

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  b) **Vision of National Skill Development Corporation (NSDC):** NSDC was set up as part of a national skill development mission to fulfil growing need in India for skilled manpower across sectors and narrow the existing gap between the demand and supply of skills [7].

  c) **Inference:** With abundant graduates (4.1) in our education systems and keeping vision of NSDC (4.2) in mind, we can introduce concept of project management and related topics in our education systems; it will groom every graduate with project management knowledge and also address future global requirement. With this initiative, skill required to drive any project will be part of system and 'Project Manager Competency Index' of future graduates will be much higher when compared with current scenario. These graduates are referred as 'Generation Z' [9]

d) **Benefits:**

- A graduate with PM knowledge can drive one time, adhoc, average projects; which in turn will **save** onetime or recurring **investment** on hiring project managers

- Will help fresher's to use terminology and connect with senior employee at workplace

- An individual opting for start-up will have good insight to put his/her plan in order

- Generation Y[9] experience will come as support for Generation Z

- Abundant case studies can be contributed by credential holders

- With large number of enrollment the cost of certification & renewal might reduce(tentative)

- Launch of https://pmiteach.org will be supportive

National or Global Benefits:

Simple case study on **Zero Waste, Natural Source of Energy, Global Warming, Satellite Launch, Carbon footprints, ISO standards, Accidents, Business continuity, Calamities, Cloud Computing, Migration & Transformation initiatives, Artificial Intelligence, Organic Farming** and few more will help students to know how standard PM framework is applicable and helpful in real time scenarios. Additionally, students get acquainted with terminology, various subject areas and internally assess their own SWOT subconsciously in respective area. This will convince and motivate students 'How project management is useful and can be leveraged'.

- **APPROACH**

  We can coin this initiative as PMEG (Project Management for Enrolled Graduates). PMEG can be kicked off with Class XI students; as a future graduates they always look for something 'New'. PMEG should be made interactive and study material should be kept simple & lucid; as it create opportunity for different grades student to contribute willingly. PMEG need to be covered over in 5 phases over 5 years.

  Keeping benefits in mind, it is essential to cover every students in a system; hence inclusion of PMEG if made mandatory would be advantageous. Hence connecting with NSDC & education ministry, to initiate discussion and roll out PAN India will be helpful.

  Post approval, study material can be designed and provided thru' PMI website to ensure standard, consistency and intended objective is attained. All case studies for workshop, objective questions can be provided from PMI website. At regular interval, a mandatory feedback or observation from education institutions, will assist to improvise & upgrade course material. It will also give us back expectation shared by Gen Z during workshops.

  As the PMEG initiative moves into advance phase, we can link up with https://pmiteach.org (initiative from pmi.org), to help student perceiving graduates in specific field of information technology, engineering & construction; life sciences & healthcare; business, government, defense & aeronautics; arts, media, sports, hospitality & event management; logistics, transportation & supply chains; international development. It will not only assist with real time flavor of templates but also additional insight and exposure with case studies.

  In one of the phase of PMEG, usage of project management software's, templates, spreadsheet will be supportive.

- **IMPLEMENTATION**

   Step 1: (if applicable) to connect with pmi.org and seek their views. As similar initiative is kicked off using framework suggested in https://pmiteach.org

   Step 2: To connect with NSDC & education ministry on India, to initiate discussion and approval for rolling out PAN India.

   Step 3: Post acceptance for inclusion of PMEG in our education system; forming a working committee for implementation, integration of each phase and continuous improvement (based on feedback).

- **RISK**

   Few risk ascertain in near future, in case we continue with existing model of building project management skill.

   Opportunity Loss: If we don't exchange same business language, today or down the line, many cross border business venture would move slow or take off with delay or run into losses or would be reluctant to invest. Locally, every citizen wanting to en-cash start-up India initiative or similar initiative in future; due to lack of project management knowledge there could be significant delays and number of reason to be dissatisfied.

   Reputation Loss: Typically, after success of a product / service at domestic market, every business would like to expand the operations globally. If it fails to adapt the culture, style and taste of the new customers; it would impact the goodwill created by the brand.

- **Summary**

Now it is evident after touching above points, the demand for project managers is high and current initiative to supply is not adequate. Today, project management has matured and capable to provide case study, templates, framework, methodology, process groups, knowledge areas, large number experts in any field; and many more. Further, with advent of technology and social media options, 'project management group' are reachable for assistance, guidance and valuable input. All these has 'silently' set a **common language** among project managers globally. If we can take small step and introduce this **language** in our education system, it will start doing wonders for 'Generation Z'. If we go back to Y2K (year 2000) days, the 'Generation Y' had shown interest in software development, which in turn gave advantage to Indian economy in many aspects; even today the fruits is reaped.

With vaccination of project management in current education system, a start-up venture and a fresher will deliver any project with confidence, in style and with an understanding of scope, time and cost. It will also instill confidence within investor from any part of the world; that 'Generation Z' can deliver. The project delivered under PMEG initiative in respective field (opted to study) using standard project templates, project management tool will increase chance of hiring as there is reduction in training cost for an organization. As things move on and mature in years to come, it will assist 'Generation Z' in pursuing transformation, merger, acquisition, migration and collaboration projects; the dependencies by business on program manager and portfolio manager and subject matter expert will become history. With digitization and abundant supply of skills, India can viewed as Project Management HUB for staffing global requirement both physically and virtually.

- **References:**

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