KARACHI PAKISTAN CHAPTER
Newsletter

PMI — PROJECT MANAGEMENT INSTITUTE

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APR 2011 ISSUE

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From Editor's Desk
PMI KPC Magazine

Dear Readers

March 2011 brought another natural calamity our way. This time it was Japan that was struck with a disastrous earthquake and tsunami on Mach 11, 2011. The images of the devastation caused by this calamity has saddened all of us at the PMI Karachi Chapter. Our hearts go out to the people of Japan who lost their loved ones in this disaster. We also want to salute the preparedness, bravery and discipline of the Japanese people amidst all the chaos. You are truly an inspiration to all of us!

Our team started this year with a resolve to keep to our quarterly schedule. I am happy that we have met the timelines for the first two quarters.

I am also proud to share that, based on the feedback from many readers from within and outside Pakistan, we have decided that it is time to upgrade the status of our **quarterly newsletter** to a **quarterly magazine**! This change will be in effect starting July 2011. **Send in your submissions for the name of the new magazine to editor@pmikarachi.org Winner will receive a fabulous prize.**

Happy Reading!

Japan Earthquake & Tsunami 2011
Ways to Help
See page 5

The PMP Exam Changes on 31 August 2011 What This Mean For You!

By Cornelius Fichtner, PMP - Making the PMBOK® Guide Fun

Every five to seven years, the Project Management Institute (PMI)® performs a Role Delineation Study to determine authority ("the role"), responsibilities & duties of project managers today. The findings are then used to update the Project Management Professional (PMP)® Exam. In this way, PMI ensures that the PMP Exam is a reflection of what project managers actually do in the field. If PMI didn't regularly go through this process adding new elements and removing old ones, then you would still be tested on outdated methods that were used in the 1980s when the first PMP exam was given.

PMI completed their latest study at the end of 2010. The findings will lead to an update in the PMP Exam on 31 August 2011. Let's look at what this means to you.

The PMBOK® Guide Is Not Changing
First of all and most importantly: There is NO change to the PMBOK® Guide. The PMP Exam is currently based on the PMBOK® Guide 4th Edition. The 5th edition is scheduled for publication at the end of 2012. This means that the PMP Exam will continue to be largely based on the 4th edition until sometime in 2013. Therefore, everyone preparing for the PMP Exam can continue to do so using the PMBOK® Guide 4th edition until 2013.

The Exam Format Is Not Changing
The PMP Exam will continue to be a computer-based exam, and you have four hours to answer 200 multiple-choice questions.

The Score Report Is Not Changing
PMI stated "At this time, PMI does not anticipate any changes will be made to the PMP score report". This suggests that the way the passing score is determined will remain the same.

The Eligibility Requirements Are Not Changing
The education and experience eligibility requirements for the PMP Exam will remain the same. Please read the eligibility section of the PMP Credential Handbook (http://www.pmi.org/en/Certification/~/media/PDF/Certifications/pdc_pmphandbook.ashx) for the details.

The Exam Changes on 31 August 2011. Period.
The new exam will be rolled out on 31 August 2011 and the last day on which you can take the exam under the current specifications is on 30 August 2011. No exceptions.

Professional & Social Responsibility Will Be Integrated
In the current exam format, Professional and Social Responsibility is tested as a separate domain. The Role Delineation Study showed that Professional and Social Responsibility is integrated into all of the work of project management and cannot be seen as separate. The Code of Ethics and Professional Conduct should therefore be viewed and tested as an integrated part of a project manager's day-to-day work.

For the new exam, students will have to understand the effects of Professional and Social Responsibility on their daily tasks. Exam questions will ask about ethical considerations during procurement, mix social responsibility with team management and test your application of professional responsibility in a written status report.

Studying, understanding and living the Code of Ethics and Professional Conduct in your daily work as a project manager will have a much higher importance for the exam.

The Content of Your Study Materials Will Change
PMI has communicated the detailed changes to the new exam to all Registered Education Providers (R.E.P.s). It is their responsibility to ensure that the content of their training materials is updated. As a student, you should not worry about this. You have a right to expect that your provider ensures that your training materials have the right content for the exam you are taking.

Recommendations for PMP Students
1) Take The Exam Before The Change
If you are currently studying for the PMP Exam then plan your studies in such a way that you can take the exam before 31 July 2011. The new exam comes into effect on 31 August 2011 and scheduling your exam one month before this date will give you 30 days to retake the exam in case you fail on your first attempt.

2) Use Study Materials from PMI Registered Education Providers (PMI R.E.P.)
PMI R.E.Ps are working hard to update their study materials to the new standard and PMI is supporting them in this effort. PMP students should not worry about the changes of the exam content at all. Instead, make sure to purchase study materials from a PMI R.E.P. and ask them to confirm that the materials which you have ordered are right for you based on your scheduled exam date. You need current materials if your exam is scheduled on or before 30 August 2011 and

you need updated materials if your exam is on or after 31 August 2011.

3) Read The FAQ

PMI has prepared a Frequently Asked Questions (FAQ) (http://www.pmi.org/Certification/Project-Management-Professional-PMP/~/media/PDF/Certifications/PMP%20Update%20and%20RDS%20FAQs%20-final.ashx) page. Reading it will help you to better understand what's coming.

4) Read PMI's Study Tips

I recommend that you take a look at the PMP Study Tips Page (http://www.pmi.org/Certification/Project-Management-Professional-PMP/PMP-Exam-Prep.aspx) that PMI prepared on their website.
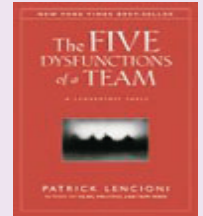_____

About the Author

Cornelius Fichtner, PMP is a noted PMP expert. He has helped over 12,000 students prepare for the PMP Exam with The Project Management PrepCast at http://www.pm-prepcast.com and The PMP Exam Simulator at http://www.pm-exam-simulator.com

Featured Book

The Five Dysfunctions of a Team

Author: Patrick Lencioni
ISBN-13: 978-0787960799

The Five Dysfunctions of a Team, a perennial Wall Street Journal best-seller, explores the fundamental causes of organizational politics and team failure. This gripping fable centers on Kathryn Petersen, an old-school CEO who comes out of retirement to accept the monumental task of transforming a dysfunctional group of high profile, egocentric executives into a cohesive and effective team. With an amazing gift for building teams, Kathryn forces her colleagues to confront the behavioral pitfalls that destroy most teams and adopt the five characteristics of a truly cohesive one.

About the Author

Patrick Lencioni is founder and president of The Table Group, a management consulting firm specializing in executive team development and organizational health. As a consultant and keynote speaker, he has worked with thousands of senior executives in organizations ranging from Fortune 500s and high-tech startups to universities and nonprofits.

Source: http://www.tablegroup.com

Featured Board Member
Asghar Ali Syed
VP-Administration, PMI-KPC

Mr. Asghar Ali Syed is managing the affairs of Coordination & Engineering Services Department (C&ES) of Pak-Arab Refinery Ltd (PARCO). During his over 26 years' stay in PARCO, he has worked on different positions in middle management cadre in Telecom / SCADA and as Manager Operation of cross country pipeline networks spread from the coast of Karachi to Sheikhupura near Lahore.

In C&ES, Mr. Syed has supervised Construction and IT Projects and has provided Project Management and reporting support to mega projects of the company. He is the Management Representative (MR) of Pipeline Division Integrated Management System for ISO Certification in Quality, Environment and OHSAS.

Over past 35 years, Mr. Syed has been associated with the oil industry in both upstream and downstream sectors. While in OGDC for about eight years, he got an opportunity of Seismic Programmer Training in Canada through M/s Western Geophysical Company of Canada as a special aid program to Pakistan from Canadian International Development Agency (CIDA).

Patterns of Empowerment for Effective Virtual Project Management

By Dr. Shazia Nauman

Empowerment is often defined as the act of giving people the opportunity to make workplace decisions by expanding their autonomy in decision making (Vogt, 1997). Empowerment can be measured through two constructs. One is psychological empowerment construct which focus on an individual's psychological empowerment state. The other construct is empowerment climate which focuses on work environment. Three key organizational practices are associated with empowerment climate: autonomy through boundaries, information sharing, and team accountability.

Autonomy through boundary dimension of empowerment climate include practices such as clear understanding of individual roles and responsibilities, open communication among team members, standardization to reduce rework in project documentation, emphasize important issues when appropriate, comprehension of the end user requirements to be associated with. Similarly practices such as delegate responsibilities, team work (important to you), encourage professional growth training, encourage participative decision-making among team members, surveys of your customers wants, needs, frustrations and ways to improve service and encourage brainstorming to improve customer service are associated with team accountability. Practices such as easy access to project information and project data and circulate pre-drafts of your documents for comments are associated with information sharing dimension of empowerment climate.

Leadership Behavior
Leader style is a behavioral oriented approach to understand leadership. It suggests leadership can be categorized into two types of behaviors: task and relationship behaviours. We take style approach for this research as project leaders need both relationships and task oriented leadership styles to cope up with the challenges of different phases of project.

Customer Service
Customer service includes the extent project professionals understand customers' needs and match them to services or products and seek ways to increase customer's satisfaction and loyalty.

Virtuality
As there is no cutoff point when a project becomes more virtual, we assessed the level of virtuality using a combination of questions such as: "On your current project, what percentage of the team members is working in other countries?" and "How frequently your team use VPM tools, e.g. telephone, fax, email, and video conferencing for project communication and coordination?" Moreover, the participants were specifically asked "Would you say that your current project is less virtual or more virtual?"

Research Findings
The results indicate that empowerment climate is significantly related to both task-oriented behaviors and relationship-oriented behaviors. High concern for both task-oriented and people-oriented behavior lead to effective leadership behavior and this is the predominant style found in projects as 98.3% project management professionals fall in the category of team management leader (high concern for both task and people). Empowerment climate is also found to be higher in more virtual projects as compared to less virtual projects. This result leads us to conclude that higher the virtuality, the higher the empowerment is needed in virtual projects.

Empowering employees to accept additional responsibilities and become more autonomous can be one of the best ways to enhance organizational effectiveness and satisfy customers. In the present study, we take customer service as a project performance indicator and explore how it is influenced by empowerment climate. The results show that empowerment is significantly related with customer service. Based on these findings, we state that empowerment climate is imperative for project success in VPM.

The research findings show that task-oriented behavior is equally important for both less and more virtual projects where as relationship-oriented behavior is highly significant for more virtual than less virtual projects. Our findings further suggest that high empowerment climate and concern for people are highly demanded by more virtual projects than less virtual projects. Concern for people is based on participative decision making, teamwork, coaching people on new tasks and procedures, explaining the intricacies and details of a complex task or project, counseling project team members to improve their performance or behavior and respect for their boundaries. All these behaviors which are indeed critical behaviors for effective leadership are demanded higher by more virtual projects. Thus to deal with the challenges of virtuality with respect to relationship-oriented behavior, project management professionals should be given awareness training on how to deal with people's issues in virtual environment.

For Author's Introduction, please refer to Page 7

IN FOCUS
Japan Earthquake & Tsunami 2011: Ways to Help

According to the Google Crisis Response, on Mar 11, 2011 a massive 9.0-magnitude earthquake hit the northeastern coast of Japan, creating extremely destructive tsunami waves which hit Japan just minutes after the earthquake, triggering evacuations and warnings across the Pacific Ocean. The earthquake and tsunami have caused extensive and severe damage in Northeastern Japan, leaving thousands of people confirmed dead, injured or missing, and millions more affected by lack of electricity, water and transportation.

According to the New York Times, as of April 6, the official death toll had been raised to 12,341, and more than 15,000 people were listed as missing, although there may be some overlap between the two groups. The final toll is expected to reach nearly 20,000. More than 160,000 people remained housed in temporary shelters; tens of thousands of others evacuated their homes due to the nuclear crisis.

While all of us are saddened to learn about the devastation caused by this natural disaster, it is heartening to know that there was no damage to the PMI Japan Office. The PMI Japan Office leadership is also in touch with their members to provide as much support as possible. In the aftermath of the earthquake and tsunami, PMI has cancelled the **PMI Leadership Institute Meeting 2011 - Asia Pacific** scheduled to be held in Tokyo, Japan on July 14-15, 2011.

The Project Management community within and outside Pakistan again has a major role to play. As a continuation of our efforts to raise awareness about the ongoing challenges in the world in times of crises, we are providing here a quick list of useful resources for interested volunteers and donors. This list is supposed to act as a starting point for those interested in supporting the ongoing humanitarian efforts.

United Nations' Emergency Response Fund (ERF) for Pakistan
To speed up relief efforts, the UN has set up a central donation facility - the Central Emergency Response Fund (CERF) - collecting contributions year-round to help ensure that funds are on-hand to allow the UN to save lives. For details on how to donate, please refer to http://www.unfoundation.org/donate/cerf.html

Information & Donation Links at Google Crisis Response
Google has set up a special crisis response page which contains information on Japan crisis and the ways to donate. The page can be found at:
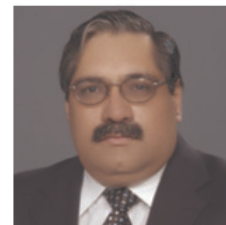http://www.google.com/crisisresponse/japanquake2011.html

Other Resources
http://learningtogive.org/lessons/disaster_relief/

THE HIDDEN FRONTIERS
Managing Scope Changes
By Suhail Iqbal, PgMP, PMP

Ten Signs You May Have Scope Problems

1. Unclear purpose. Scope of a project cannot be adequately defined if the purpose of the project isn't clear. If the overall purpose isn't clearly understood and agreed upon, there is tremendous room for future disagreement on the project scope.

2. Doesn't meet objectives. The scope as defined doesn't adequately address the objectives of the project or its expected benefits. If your project deliverables are not fulfilling the objectives, it is a recipe for failure or future scope changes.

3. Gaps in definition. The gaps in scope definition make some very important items optional to the project. Try to make sure you have all areas covered in the scope document.

4. Insufficient detail. Your project scope may have catered for all necessary ingredients but if you have left some items with insufficient details, they can be interpreted wrongly. It pays to be clear and specific up front.

5. Hidden assumptions. Uncovering the hidden assumptions can be difficult, but is possible with persistent, delving questions. Document all known assumptions clearly, including those you're making yourself. Spelling out constraints and exclusions can help with this too.

6. Undocumented interfaces. While planning ahead there is a tendency to overlooks the initial data conversion and the fact that you'll need to exchange data with the legacy mainframe system. These can represent an enormous amount of effort on a project! Make sure you have every interface defined in the project scope, and all sources required for data conversion.

7. Items don't fit. If something in the scope doesn't make sense to you, you should question it. If everything fits together except one module that seems unrelated to the rest of the project, check if it is relevant.

8. Wrong participants/approvers. Identify the actual sponsor or their designate. If you keep dealing with wrong people, you have all the chances to get bogged down later. If the right people get involved a month or two later, you can bet they'll have something different to say about your project scope.

9. Silent questions. Try to get rid of all the silent questions and self mumblings by encouraging sponsor and stakeholders to table their concerns as they occur. If you do not do that, they'll probably bring these questions up later when they blossom into scope changes.

10. Unresolved issues. Understand your issues well enough to identify those that potentially affect the scope, and then try to address each of these as early as possible. Skipping it now is just asking for a scope change later.

Ten Tips on Effective Scope Change Management

A number of techniques are used for scope management and they can be consulted from PMBOK 2000. What is required to be emphasized here is those tips and techniques that will help define and refine the scope.

1. Batching Scope Requests. Batching small requests is a good idea as the sponsor would not always be available for resolution and approvals.

2. Approval Threshold. There has to be threshold defined below which it should be the discretion of project manager to approve small scope changes. If the impact on project cost, effort and duration is below this threshold, the change can be treated as small and approved by the project manager.

3. Contingency Allowance. Building contingency allowance in a scope change adversely affects the project as sponsor takes it as granted that there is still an allowance to accommodate some more change.

4. Scope Log. Scope log must be maintained to keep track of various small and large scope change requests and their batching.

5. Freeze. Scope changes must be frozen as the project proceeds to its closure. Lesser changes must be accommodated towards the end of a project though there will always be a rush of scope changes towards the end. Get an agreement on change freeze date by all stakeholders.

6. Backlog. Even if a scope change is not approved, it must be kept on Backlog as they may still be valid requests that can be approved at a later stage in project.

7. User Acceptance Changes. Hold user acceptance changes on a backlog and deal with them as enhancement requests after the solution is implemented. If you start accepting scope changes at termination of the project, your project will never end.

8. Accountability. Hold all the stakeholders, not just the sponsor and the project manager, accountable for scope change management. No team member may be allowed to accept any changes directly from the end-user without following the proper approval procedure.

9. Change Control Board. For large projects, a Change Control Board may be formed to facilitate the approval process by the sponsor, especially when a number of organizations are impacted by funding decisions.

10. Scope Change Plan. Scope Change Plan must be prepared to clearly define the scope change process for a specific project, especially when a Change Control Board is in place.

About the Author

Mr. Suhail Iqbal is a Project Management Trainer, Consultant and Researcher with an experience of over 28 years, last 10 years specifically dedicated to the discipline of project management. He has been involved in development of OPM3 2nd Edition, PMBOK Guide 4th Edition, Program Management Standard 1st Edition and Portfolio Management Standard 1st Edition.

PMP Exam Prep Aid

1. Organizations that desire very much to avoid high-impact risks may use which of the following techniques during qualitative risk analysis? Choose the best answer.
A. Avoidance
B. Data precision ranking with low precision
C. A probability-impact risk rating matrix using nonlinear scales
D. The organization would not use any techniques

2. For a project with original assumptions that are no longer relevant to a change in conditions, Estimated at Completion is most likely determined by which technique?
A. ETC + AC
B. AC + BAC - EV
C. AC + (BAC - EV)/CPI
D. ETC + EV

3. Your project is behind target for time and budget. Deliverables are passed on as required, but they often come back with problems. This rework is becoming a big problem. What should you do?

A. Estimate the costs of the rework and a revised project completion date. Get the stakeholders to sign off on the new timeline and revised budget.
B. Try to determine who is failing you and the team.
C. Initiate a quality audit.
D. Revise the quality management plan.

4. Group brainstorming encourages all of the following except:
A. Team building
B. Analysis of alternatives
C. Convergent thinking
D. Uninhibited verbalization

5. Estimate At Completion (EAC) is a periodic evaluation of total:
A. Forecasted project cost.
B. Cost of the unfinished work.
C. Resources projected at project completion.
D. Value of work performed to date.

Source: http://www.pmexam.com

Answers:
1 - C
2 - A
3 - C
4 - C
5 - A

Continued from Page 4

About the Author: Dr. Shazia Nauman

Dr. Shazia Nauman has completed her PhD in Project Management from CASE, Pakistan with six months' research phase at Elibroad College of Michigan State University, USA. She is a gold medalist and is presently teaching as a visiting faculty at CAE, NUST and SZABIST. Dr. Shazia's work has been published in prestigious international conferences and national and international journals. Recently, her book on Effective Virtual Project Management has been published internationally.

The Price of Right

By Margaret Meloni, MBA, PMP

No, that is not an error. This story is called 'The Price of Right'; not to be confused with the game show, 'The Price is Right'.

What is 'The Price of Right'? It is that toll we pay when it is more important to be right than it is to exercise tact.

What made me think of this? When I teach project management and I discuss scope creep; I usually tell a story about one of my first projects. I really wanted to get along with my customer. I was not well versed in all of the project management bodies of knowledge. I probably did not know the term scope creep. If the customer asked for something extra, well I would just ask the team to go right ahead. I thought this was great customer service.

So let's jump ahead to the end of the project. We came in about three weeks late. I realize now that given the changes I agreed to, this was a minor miracle.

In a wrap up meeting, I was asked 'Why were you late?' I replied that we had accommodated changes to the original requirements and that took more time. I knew my customer, my buddy and partner would stand by me.

WRONG. He indicated that he did not know about any changes. As far as he was concerned the product delivered was exactly per the original requirements. We were just late, because the IT department is always late.

Boy was I ticked! I wanted to scream out 'He is lying!' Something restrained me. I have no idea what; I can't tell you that at that point in my life I was really that savvy about my working relationships.

If I had argued with him, I would have been right. He did ask for changes, he did know it changed our schedule and he did agree to the new schedule. **But I would have paid the 'Price of Right'**; it would have seriously damaged our working relationship. It would have damaged my reputation. After all it is bad form to yell at a customer in front of the team. **I would have damaged my career just to satisfy that one violent urge to be right.**

While being right is personally satisfying, it benefits only one person-you! No one else cares if you are right or not unless it impacts their wallet or seriously changes something important to them. In this case, the client's pride would have been damaged and he would have been embarrassed while surrounded by relative strangers. I would never have received more business from this person and he would make very sure that everyone in his circle knew that I was unpleasant to work with and unreliable.

But you can bet that next time we had a change log and created change requests for each new or modified requirement. One of the most important words in projects is documentation. If a client decides he or she wants some changes made, a change log is your best friend. Decide how much time that change will take and the impact on other aspects of the project then write out a memo to the client with these details. If you use email in order to save time, follow that up with a memo on paper that both you and the client can keep on file.

By documenting every change requested you acceded to, you are creating a paper trail that is impossible to argue with. You won't have to pay the "price of right" ever again, because the "right" is sitting there for all to see-read, initialed, and filed away for future reference!

Documentation is also a great help when similar situations arise. You can refer back to the project records and see what problems arose from those requests or how it may have helped to move everything ahead faster than scheduled. However, if you work on a paperless basis you'd be wise to make sure that every memo you send and every piece of correspondence with your client is backed up every day. A virtual paper trail means nothing if it's corrupted or lost in a computer crash.

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About the Author

Margaret Meloni, MBA, PMP, is an executive coaching consultant for IT professionals. She helps project managers and teams work together better by improving their soft skills. Learn how to successfully combine your technical and soft skills in her webinars from The PDU Podcast (www.pducast.com) and from her website at www.margaretmeloni.com

PMI Global News

Call for Papers – 2011 North America Leadership Institute Meeting

The PMI Leadership Institute Team is accepting presentation proposals for the *2011 North America Leadership Institute Meeting* that will be held in Dallas/Fort Worth in October 2011.

Content must be focused and applicable to PMI communities (chapters and virtual communities). Presentations may also reference officer roles such as membership, finance, communication, volunteerism, etc.

The Leadership Institute Meeting's purpose is to provide training and networking experiences to enhance the roles of PMI's volunteer leaders; therefore, presentations should not overtly market or endorse commercial products and services. Also, topics related to project management may not be applicable to the Leadership Institute Meeting and thus might be a better fit for a PMI Global Congress.

Please review guidelines, criteria, and access the online submission form on the *Leadership Institute Meeting Proposal Submission Website* (http://componentleadership.pmi.org/limcallforproposals/) if you wish to submit a presentation proposal. The deadline for submission is 18 May 2011. Selected presenters will be notified via e-mail.

The Standard for Portfolio Management-Third Edition: Call for Sub-Team Volunteers

PMI is accepting applications for volunteers for *The Standard for Portfolio Management-Third Edition*, in the position of *Sub-Team Member*. Sub-Team members are responsible for the development of the next edition of the Portfolio Standard. These volunteers participate virtually by creating content for the standard and reporting to a Core Committee member via teleconferences.

This development initiative requires an extended commitment in time and effort. Involvement may require participation on weekdays, evenings, and weekends. Time commitments vary from 4 to 7 hours per week to a few hours per month. The development timeline may require bursts of heavy involvement or periods of little to no involvement.

For further details, please contact Elaine Lazar at *elaine.lazar@pmi.org*
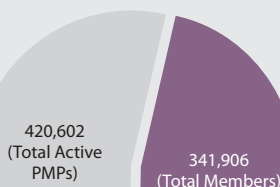
Submit a Sponsored Research Proposal

PMI has opened its request for proposals for 2012 research funding. PMI's Academic Resources Department annually solicits research proposals on any topic related to project, program, or portfolio management with funding provided to selected recipients.

The call for proposals will remain open until April 25, 2011. Those advancing to the second round will be notified by July 10, 2011. All grant recipients will be notified of awards up to US $50,000 by November 2011. Funded projects begin January 1, 2012.

For further details, please refer to http://www.pmi.org/Knowledge-Center/Research-Submit-Sponsored-Research-Proposal.aspx
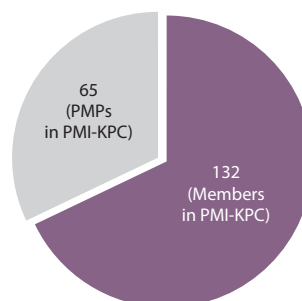
Global Stats
As in Feb 2011

420,602 (Total Active PMPs)

341,906 (Total Members)

Source: PMI today

Karachi Chapter Stats
As in Feb 2011

65 (PMPs in PMI-KPC)

132 (Members in PMI-KPC)

PMI Pakistan News

PMI Project Management Conference

In keeping with PMI's new regional event strategy, the PMI Chapters in Pakistan have agreed for the creation of an annual national project management conference. The first National Project Management Conference will be held in Lahore (Pakistan) on 9th & 10th April 2011. This national event will highlight the increasing importance of project management in achieving business success. The conference will feature 8 speakers from industry and academia who will present on latest project management concepts. Participants can gain 12 PDU by attending the full program.

PMI Karachi Chapter Extends Deadline for Professional Awards 2010

Every year, PMI Karachi Chapter organizes *Professional Awards* to recognize excellence in project management. This year two awards have been announced, namely "Project of the Year" and "Community Advancement through Project Management". Starting this year, the awards have been opened at national level.

PMI Karachi Chapter has extended the timeline for the submission of nominations till **May 31, 2011** to encourage wider participation. For further details on this initiative and to send in your submissions, please refer to the Awards page at http://www.pmikarachi.org/awards_2010.html

PMI Karachi Chapter Expands Its Outreach

As part of its 2011 Plan, PMI Karachi Chapter is expanding its outreach to academia and industry. In this regard, a team from PMI KPC visited Isra University Hyderabad Campus to deliver a special presentation on the importance of Project Management as a Career. The interactive session was attended by students from computer science and business management disciplies. The chapter team also met with the faculty and senior management of the Isra University to explore areas of collaboration.

PMI Karachi Chapter BOD Members Attend LIMC 2011 Group 2 Second Face-to-Face Meeting

Ms. Zahara Khan and Mr. Muhammad Munaf, BOD Members from PMI-KPC, attended the second face-to-face meeting of PMI *Leadership Institute Master Class* (LIMC) 2011 Group 2. The meeting was held in San Diego, USA, between March 2 and March 5, 2011. Volunteer leaders from 10 countries are participating in this unique leadership development program. The meeting was also covered in *PMI Friday Facts* March 11, 2011 Issue.

PMI Islamabad Chapter Initiates Free PMP Study Group

PMI Islamabad Chapter has initiated a free of charge PMP Study Group. As part of this initiative, a PMP Facilitator/Mentor is assigned to each study group to give advice on how the PMP Exam is administered, how to study for the exam, what materials to use, and how to plan for their exam.

For further details, contact the following representatives of the PMI Islamabad Chapter:

- Mr. Khurrum Ghori, Vice President Strategic Planning; Email: vpsp@pmiislamabad.org
- Mr. Ahsan Mumtaz, Vice President Marketing & Communication; Email: vpmkt@pmiislamabad.org

PMI-KPC BOD Members at LIMC 2011 2nd Meeting

PMI-KPC Team's Visit to Isra University Hyderabad

PMI Welcomes New Members of PMI-KPC

ID	Full Name	Company	Joining Date
1495496	Mr. Nazim Shaikh	Zultec Pvt Ltd.	31-Mar-11
1688851	Mr. Sharjeel Adil Zadah, PMP	National Bank of Pakistan	31-Mar-11
568609	Mr. Haseeb U Sheikh, PMP	Sidat Hyder Moorshed Associates (Pvt) Limited	30-Mar-11
1398960	Mr. Suhail Khaled, PMP	Wavetec (Pvt) Ltd	28-Mar-11
2015075	Mr. Muhammad A.Q. Khan	Pak-Arab Refinery Limited - PARCO	28-Mar-11
1870947	Mr. Faysal Ahmed Ghauri	NCR Corporation	27-Mar-11
1052104	Mr. Muhammad Anwar Sadat, PMP	JS Bank Limited	24-Mar-11
2040138	Mr. Hammad Moinuddin Ahmed Farooqui	Sybrid Private Limited	21-Mar-11
2036799	Mr. QASIM AFZAL	Fauji Fertilizer Bin Qasim Limited	17-Mar-11
2031556	Mr. Wajih Ur Rahman	NCR Corporation	09-Mar-11
1835038	Mr. Muhammad Tahir Siddiqui	Sidat Hyder Mroshed Associates Pvt Ltd	08-Mar-11
1001179	Mr. Imtiaz Kiani	Fauji Fertilizer Bin Qasim Limited	05-Mar-11
671371	Mr. Sajid M Malik, PMP		02-Mar-11
1882073	Mr. Samiullah Niazi, PMP	Liaquat National Hospital	01-Mar-11
2021150	Mr. Mohammad Iqbal Siddiqui	Bassel Group LLC	01-Mar-11
2023963	SANAULLAH KHAN	Pakistan Petroleum Limited	28-Feb-11
895145	Mr. Khalid Nadeem, PMP	Dubai Health Authority	26-Feb-11
1153225	Mr. John Peter Braganza	Standard Chartered Bank Pakistan Limtied	26-Feb-11
418424	Mr. Imran Daudi, PMP	Engro Corporation	22-Feb-11
747609	Mr. Raza Usman	Mindshare Pakistan	16-Feb-11
1820630	Mr. Muhammad Bilal Khan	IBM Pakistan	16-Feb-11
1749129	Mr. Syed Waqar Akhtar	ABACUS CONSULTING	13-Feb-11
1900831	Mr. Muhammad Saleem Tahir, PMP	National Investment Trust Limited	08-Feb-11
962096	Mr. Muhammad Jawwad, PMP	Plexus	07-Feb-11
1096156	Mr. Pankaj Kejriwal	ESI International	01-Feb-11
1041775	Mr. Faisal Sharif, P.E., PMP	Warid Telecom (Pvt) Ltd, Pakistan	31-Jan-11
1771674	Mr. Shakeel Khaliq, PMP	ASCO Pvt Ltd	22-Jan-11
1995261	Mr. Mustafa Shiraz Ahmed	STATE BANK OF PAKISTAN	20-Jan-11
1990536	Ms. Uzma Nicolwala	Pakistan Petroleum Limited	19-Jan-11
1465526	Mr. Fahad Ahmed, PMP	MobileComplete Inc	15-Jan-11
48085	Mr. Tejas V. Sura, PMP	Conart Engineers Limited	13-Jan-11
1989400	Mr. Farhad Aspy Fatakia	Ora-Tech Systems (pvt) Ltd.	13-Jan-11
697928	Mr. Syed Mazhar Hasan	Samba Bank Limited (Subsidiary of Samba Fin. Grp.)	10-Jan-11
1982163	Mr. Farrukh Zaheen	NCR Corporation	10-Jan-11
1267555	Mr. Amyn Hussain Tejany, PMP	IBM Pakistan	05-Jan-11
1980852	Mr. SAMIR KARIM	Noble Pakistan (pvt) LTD	04-Jan-11
1491623	Mr. Sanaullah Nawazani, PMP	LTU	02-Jan-11
1977463	Mr. sohail afzal	Pakistan Petroleum Limited	30-Dec-10
655611	Mr. Amir Arif	Micro Innovations & Technologies	26-Dec-10

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PMI ID	Full Name	Company	PMP Date
1688851	Mr. Sharjeel Adil Zadah, PMP	National Bank of Pakistan	06-Jan-11
1735074	Mr. Salman Ali, PMP	OASystems	07-Mar-11
1771674	Mr. Shakeel Khaliq, PMP	ASCO Pvt Ltd	21-Mar-11
1882073	Mr. Samiullah Niazi, PMP	Liaquat National Hospital	22-Dec-10
1900831	Mr. Muhammad Saleem Tahir, PMP	National Investment Trust Limited	07-Oct-10
1952005	Mr. Bilal Nazir, PMP	Pakistan Petroleum Limited	05-Jan-11

PMI KPC Monthly Seminars

Session #	Date	Seminar Title	Speaker
75	March 1, 2011	Role and Management of Politics in Project Management	Asad Ullah Chaudhry
74	February 1, 2011	Reboot: Things You Want to Know About Startup Failures	Jawwad Farid
73	January 4, 2011	Lateral Thinking	Ansar Muhammad

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