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## NOV 2010 ISSUE

## From Editor's Desk



Dear Readers

The recent floods in Pakistan have taken many lives and caused devastation at a level that is still incomprehensible for many of us. Our fellow countrymen are in need of our timely support and help.

PMI chapters in Pakistan have already started working on finding effective ways to use the local and international project management expertise to address the relief & reconstruction challenges facing Pakistan. You can find information about some of these efforts in this issue. We have also included a special writeup on ways you can help the flood affected people.

This issue is dedicated to the resilience of the Pakistani nation and the spirit of humanity which can be seen all around us.

Happy Reading!

## Pakistan Floods 2010

### Ways to Help

See page 4



# “Organizational Maturity”

When your organization is ready to become more mature

By M. Aslam Mirza, PMP

You find organizations all around pursuing their purpose of existence and pursuing excellence for the best way to manage the ever-increasing complexities & turbulences. You come across situations where you wish your organization had acted differently and avoided the unwanted outcomes and results in some ‘tother way’. That ‘other way’ is the enhanced maturity level required of an organization. Such feelings may result from happenings like the following:

- ✎ Missed targets, resulting in unhappy & dissatisfied stakeholders
- ✎ Star performers find no next level for career advancement
- ✎ Performance lost in hierarchies
- ✎ Achievements not recognized
- ✎ Organizational lapses to support advancement
- ✎ Endeavors misaligned with strategic goals

The recognized desire to find a better way of reaching the defined goal, by peers and bosses in the organization, makes the organization ready to become more mature to sustain advancement and serve the business purpose.

The quest for timeless advancement and sustainable growth of business was never as desperate as it is today. Effective advancement and sustainable growth in business is linked with the level of maturity that helps to make way through and keep afloat.

Organizational Maturity is a state of dynamic wisdom achieved with organizational systems and leadership put together to advance and serve the business purpose, satisfy the need and expectation of stakeholders, and chart the path to strategic goals successfully, consistently, reliably and predictably. It is a continuous process of dynamism to withstand the emerging environmental demands.

Multi-dimensional dynamism created for a virtual fit for challenges help an organization to progress on charted path of strategic advancement that may include the following:

- ✎ Effective strategic translation
- ✎ Mechanism for continuous learning
- ✎ Organizational framework support for strategic direction
- ✎ HRD alignment with strategy

**Strategic Translation:** Do the right work in the right way through Organizational Project Management which means systematic management of projects, program and portfolio in alignment with the strategic goals. It is the application of the project management

knowledge, skills, tools, and techniques to organization & project activities to achieve the aims/purposes of the organization through projects. It helps a projectized management approach and maturity for reaching the desired results.

**Mechanism for Continuous Learning:** It is developed through capturing the lessons learned and documenting the organizational wisdom. Maturity helps take corrective actions in the future and turn into a learning organization.

**Organizational Framework:** The group of projects is aligned with the Strategic Goal that supports the direction and effective management & controls. The framework is:

- ✎ Portfolio Management – supports strategy
- ✎ Program Management – delivers benefits
- ✎ Project Management – enables delivery of capabilities

Maturity is enhanced to control progression towards set goals. The approach helps as:

- ✎ Work is more predictable
- ✎ Schedules are followed more closely
- ✎ Issues are addressed more proactively
- ✎ Line of sight is defined for management & control
- ✎ Project management processes are more consistent
- ✎ Customers/end-users have greater confidence in the delivery

**HRD Aligned with the Strategic Direction:** Human Resource is the only component in business that cannot be copied or imitated by competitors. It helps gain competitive edge in the market. Maturity is enhanced for effective management of HR and to deal with human factors with all endeavors in strategic direction.

**Recommendation to Establish a PMO:** The best option available is to establish a Program Management Office (PMO) for continuous improvement organization-wide and manage synergy for advancement towards strategic goals and faster assessment for proactive change with the environment. A PMO is supposed to manage organization & individual dynamics with the application of Organizational Project Management Framework for the Project Management Systems, and training to help enhancement of organizational maturity for excellence in performance.



# PMI-KPC "Project of the Year" Award 2009

By Fawzia Salahuddin, PMP

PMI Karachi Pakistan Chapter held its first ever 'Project of the Year' award distribution ceremony on May 4, 2010. PMI KPC, known for its dynamism from its infancy, is the first chapter in Pakistan to take the initiative to honor the project managers in the country. The award ceremony was hosted by the chapter at Karachi's prestigious 5-star Sheraton Hotel. A record number of members showed up to attend the presentation by Ms. Jehan Ara, the current president of the Pakistan Software Houses Association (P@SHA).

After the presentation, the chapter president Mr. S.M. Mumtaz requested Ms. Jehan Ara to present the 'Project of the Year' award for 2009 to INFAQ for Life Foundation for their community enrichment project. The mission of the winning project is to fulfill the need for education to under-privileged children. INFAQ for Life Foundation focuses on children education helping them to transform their living into a life rich with success and triumph. Their objective remains to create an enabling environment for human potential to flourish. The project entailed establishing a school building in an under-privileged area in the outskirts of Karachi and making it operational. All project objectives were met or exceeded. The project finished with the construction of the Jeewan INFAQ school where 100 students are currently enrolled.



Ms. Jehan Ara, President P@SHA, at the PMI "Project of the Year" Award 2009 Ceremony



Ms. Jehan Ara, President P@SHA, and Mr. S.M. Mumtaz Ahmed, President PMI KPC, with the winning project team from INFAQ for Life Foundation

## PMI KPC Holds its 2nd AGM

The PMI KPC held its 2nd AGM on Jun 29, 2010 at the Sheraton Hotel Karachi. The meeting was attended by PMI KPC BOD members and the chapter members. Mr. Shabih Rizvi, VP Administration, shared the information about the strategic advancements made by the chapter, and the plans for 2010-11. Mr. Mohammad Munaf, VP-Finance, shared the financial position of the chapter with the members along with the financial sustainability related challenges. The presentations were followed by an open discussion forum for the chapter leadership and the members.





## IN FOCUS

# Pakistan Floods 2010: Ways to Help

By Zahara Khan, PMP

According to the United Nations, the worst floods ever to hit Pakistan have affected an estimated 15.4 million people with over 8 million in need of urgent life-saving humanitarian assistance as of 16 August. Over 1,600 people have died to-date and at least 893,000 homes are reported to have been destroyed or severely damaged, leaving millions homeless. In addition to the rising number of deaths, injuries and displacements, there is major damage to roads, bridges, infrastructure and livelihoods. Over the medium to long term, food security in the country is likely to be harmed by the significant loss of crops and agricultural land. The most urgent needs of the population are food, clean drinking water, emergency shelter, medical care and non-food items. Urgent repairs to damaged roads, bridges and telecommunications networks are required to ensure that humanitarian aid can be delivered.

In this time of need, the Project Management community within and outside Pakistan has a major role to play. There are many ways of supporting the ongoing initiatives through donating your time, knowledge and money. The following paragraphs provide a quick list of useful resources for interested volunteers and donors. This is in no way an exhaustive list and is only supposed to act as a starting point for the people interested in the ongoing humanitarian efforts.

### Donating Project Management Expertise

The rescue, relief and reconstruction efforts pose a great challenge for Pakistan for the years to come. Project management expertise for post-disaster projects would be critical to ensure the effective, efficient and timely use of the scarce resources available for this uphill task. Many organizations are in need of volunteers with hands-on project management experience. Interested project managers from within

and outside Pakistan may contact these organization(s) to discuss the best ways to utilize their project management expertise for the ongoing and future relief, reconstruction & rehabilitation projects. This could mean donating your time and expertise in-person and/or through online collaboration.

### Time & Knowledge Contributions

Technology can play a very important role in providing access and timely and accurate information about the survivors and their needs. Following is a quick list of some useful web-based resources. Most of these sites are managed by volunteers and are in need of assistance from volunteers.

**Pakistan Flood Wiki** (<http://wiki.ict4peace.org/Pakistan-Floods>) is part of **ICT4Peace** which aims to enhance the performance of the international community in crisis management through the application of information Communications Technology (ICT) – technologies that can facilitate effective and sustained communication between peoples, communities and stakeholders involved in crisis management, humanitarian aid and peace-building.

**Pak Flood Incident Reporting System** (<http://pakreport.org/ushahidi/>) is a centralized database for gathering information on disaster-related variables. PakReport relies on information communicated through SMS. With your help, PakReport can ensure the efficient distribution of limited resources through incident reporting. All it takes is a simple SMS to 3411 relating your observations of the flood. You can access the **Volunteer** section at Pak Flood website to find out ways to support this initiative.





**Pakistan Resource Finder** (<http://pakistan.resource-finder.appspot.com/>) is a good resource for relief workers that lists the health facilities available in Pakistan using Google Map. The website needs to be updated with latest information about the medical camps, hospitals and medical treatment facilities.

**Pakistan Person Finder** (<http://pakistan.person-finder.appspot.com/>) There are many people who have been separated from their families. This website (in English/Urdu) allows you to locate or report information about a person. This resource can prove to be especially useful for reporting and locating flood-affected people.

**Twitter:** Other good sources of information for twitter users may be accessed at: <http://twitter.com/PakFloodRelief> and <http://twitter.com/Concern>.

## Monetary Donations

### United Nations' Emergency Response Fund (ERF) for Pakistan:

The Emergency Response Fund for Pakistan is a multi-donor mechanism that aims to fill critical funding gaps and to ensure the most urgent actions have enough resources at each stage of the crisis. Decisions regarding allocations are made at the country level,

closest to where needs are identified. ERF funds will go to projects included in the **Pakistan Initial Floods Emergency Response Plan** (PIFERP) - a coordinated, strategic humanitarian plan jointly developed by the UN and other the major organizations working on the ground, in close consultation with the Government of Pakistan. For details on how to donate, please refer to <http://www.reliefweb.int/rw/rwb.nsf/db900SID/VVOS-88HSAM?OpenDocument>

**Donation Links & Relief Resources** page at <http://www.chowrangi.com/donation-links-and-relief-resources-for-pakistan-flood-victims.html> contains a useful list of donation links, relief resources, organizations and individuals working to support flood victims of Pakistan. If you are willing to contribute, or know somebody who can help, please refer them to this page. You can also leave a comment, or check this page for updates on the flood situation in Pakistan.

**In-kind Donations:** Apart from the basic food, shelter and health needs, in-kind donations of laptops and connectivity devices are desperately needed at all the field sites to be able to report and access relevant information quickly and effectively.



## PMI Lahore Chapter Tailors the PMI Project Management Methodology for Post Disaster Reconstruction (PMMPDR)

The PMI PMMPDR (<http://www.pmi.org/pmief/humanitarian/PDRM.asp>) is aimed at those in the disaster recovery field who are providing the kind of leadership and clarity of thought needed to help in the reconstruction effort.

In the context of recent floods in Pakistan, PMI Lahore chapter has taken the initiative to tailor the PMMPDR course material for local use. As part of this effort, a team of volunteers will go to a flood-affected village, assess the damages and prepare a reconstruction plan using PMMPDR. The training will be tailored based on the experiences from the field and will be offered to the agencies involved in the post disaster reconstruction work in Pakistan.

The material produced will be made available to the larger project management community.

## Featured Personality



**Humayun Qureshi, CISA**  
IT & Business Consultant

Mr. Humayun Qureshi is a seasoned IT & Business Consultant with a career spanning four decades, including 25 years' experience at various technical management positions. Mr. Qureshi earned his B.E. in 1968, as part of the first batch of Electronics Engineering graduates, from Dawood College of Engineering & Technology, Karachi.

Over the years, Mr. Qureshi has managed diverse, multi-sectoral projects including the implementation of the first Master Card Switch for South Asia set up at the Muslim Commercial Bank (MCB) Pakistan in 1999.

Mr. Qureshi has served many educational and training institutions in various capacities. His achievements in this area include the setup of IBA Karachi Center for Computer Studies (CCS) in 1983 with the collaboration from IBM.

Mr. Qureshi's voluntary services include his work with Ponder Alliance (Karachi) as the Member Executive Committee, and with Dawood College of Engineering and Technology (DCET) as the President of the DCET Alumni Association.

Mr. Qureshi is currently working as the Consultant Industrial Projects at Usman Institute of Technology and PAF-KIET. He is also serving Young's Food Pvt Ltd. as an IT Consultant.

## Ab Aql Ayee (Lesson Learned)

By Asad Ullah Chaudhry, PMP

**Project Name:** Credit Cards Workflow System

**Project Duration:** 5 Months

### Problem Statement

Before the current economic crisis, every bank was focusing on consumer banking resulting in high demand for consumer products. Credit cards were one of these consumer products. Banks were issuing credit cards to low-income users, such as drivers and cooks, and even to those who usually do not have bank accounts. In this context, one of the banks contacted us to revamp their Credit Card Solution to address the challenge of processing the increasing number of credit card applications. The project was critical for the bank as there was stiff competition among various banks for processing credit card applications in the minimum possible time to capture the market.

After the initial discussions, the contract was awarded to our company for the implementation of a Credit Card Solution. A project manager was assigned to the project while I was assigned the responsibility to monitor the overall progress and to resolve conflicts between the project team and the client. The project moved smoothly until the User Acceptance Testing phase during which our client claimed that some of the functionality was missing. The project manager, on the other hand, was confident that no functionality was missing from the final implementation. To support his claim, the project manager referred to the project "scope statement". He claimed that the module/functionality was a "new requirement" and should go through a change management process. The client was of the view that the missing functionality was part of the usual credit card workflow and should have been implemented in the final solution. At this point, I was asked to intervene to resolve the conflict.

### Previous Conclusion

The project team lacked the knowledge of the credit card workflow system and was unable to fulfill client's requirements.

### Previous Solution

Unfruitful negotiations between the project team and the client.

### Current Conclusion

"Collect Requirements" process and "requirement traceability matrix" was missing.

### PMI Process Group

Project Planning Process Group

### PMI Knowledge Area

Scope Management

### PMI Process

Collect Requirements (PMBOK 2008 4th Edition)

### Proposed Solution

As the first step, I collected the "current workflow" and the "business requirement documents" of the client. After review of these documents, I found out that our project manager was right but he was using the "Scope Statement" as a proof while the client's reference point was the "business requirement documents". To resolve this issue, we held a "focus group" meeting with our client's business team members and finalized the workflow which was called the "Future Operating Model". The focus group meeting was followed by a facilitated workshop with the cross-functional team from the client organization with the aim to obtain cross-departmental buy-in on the Future Operating Model. After some discussion, the future operating model was signed. As a compromise, some functionality was added to the existing scope while other functionality requirements were added as "new requirements".



## Featured Book

By Fawzia Salahuddin, PMP

### Software Requirements (2nd Edition)

**Author: Karl E. Wiegers**

**ISBN-13: 978-0735618794**

Despite being in the software development industry since 1992, I was surprised to find such a well written book about the widely known subject of Software Requirements. It is common sense to most people in this industry and sometimes even intuitive that success in getting requirements right early on reduces the chances of failure later on. This book converts this art into science – it provides a series of formulaic steps or good practices to enable us to achieve success.

The book is organized into four parts. Part I, "Software Requirements: What, Why, and Who," begins by presenting some definitions and describing several characteristics of excellent requirements. Part II, "Software Requirements Development," begins with techniques for defining the project's business requirements and concludes by describing requirements development challenges for some specific project situations and exploring how requirements affect other aspects of project work. Part III deals with the principles and practices of requirements management with

emphasis on techniques for dealing with changing requirements. Part IV, "Implementing Requirements Engineering," helps move from concepts into practice. Case studies based on actual projects and sample dialogs between project participants are sprinkled throughout the book to illustrate lessons.

This book is for anyone involved in defining or understanding the requirements for a software product - be it a requirements analyst, designers, programmers, testers, customers or project managers who must deliver products on schedule. This book will help everyone understand the importance of the requirements process and their role in it.

Karl E. Wiegers is Principal Consultant with Process Impact in Portland, Oregon. He has written more than 170 articles on many aspects of software, chemistry, and military history. He has served on the Editorial Board of IEEE Software and as a Contributing Editor for Software Development magazine.



Mr. Asad Ullah Chaudhry, VP Membership PMI KPC, (top row, fourth from left )  
twith the participants of LIMC 2010 Group 2

## Featured BOD Member



### Mohammad Munaf, PMP

VP Finance, PMI KPC

Mr. Mohammad Munaf is a Solution Architect at InfoTech (Pvt.) Ltd. Munaf has over 21 years of professional experience with a proven track record in project management, design, development and implementation of information systems for various clients in manufacturing, financial services & healthcare industries. His special interest areas are Project Management & Implementation of Oracle ERP.

Munaf started volunteering for PMI-KPC in 2006 and served as a mentor for PMI KPC's First Mentoring Program. He has recently been selected for the PMI LIMC 2011 Group 2.

Munaf is a certified PMP with a Bachelor of Commerce (in Accountancy) & a Diploma in Computer Science.

## FEATURE ARTICLE

# Transition from a Project Manager to a CXO

By Ramam Atmakumari, PMP



One of the biggest challenges faced by the science of Project Management is the lack of understanding of its value by the CXO community. While the CXOs typically are focused on long term business and strategy, project management professionals are focused on short term realization of what is popularly known as triple constraints (scope, cost and time). Even the analyst community seems to be focused on data around these factors rather than measuring or articulating the value of successful projects. Question remains on how to bridge this gap.

Awareness and adoption of project management as a profession has been growing incrementally over the last decade, bringing with it the increasing number of project managers. Today's managers are tomorrow's CXOs. While the current generation CXOs needs to realize the value of project management, the onus of bringing the value of project management to the CXO's table is the duty of current generation project managers. A first step in this direction for project managers is to learn how to articulate the value of project management. This will help the next generation CXOs understand the value of project management.

You may have had a successful stint as a project manager for several years in your career. Before you hit a wall soon, you should think of advancing your skill sets and taking them to the next level – moving from tactical to strategic level. Managing and executing projects successfully or having a short term view of project execution based on experience is just a good beginning for transition and not an end. For Project Managers to become effective as Leaders, they must transcend the tactical charge and become strategically prudent.

Tending to complete successfully an activity or a project in isolation is certainly the measure of success for Project Manager. But will that get you to next step in your career? Let's consider an example.

A motorist observed something strange happening on the pavement. One person was digging a pit and the other person was filling it. He stopped, wondering what was happening there. Meanwhile, he saw these two people move 100 meters ahead and do the same thing. Curious, he went up to them and asked what their end goal was. They explained that they were on a tree plantation drive, and that the third person in the team who was supposed to plant trees was absent on that day. But they continued with their activity as planned. The purpose of their combined activities was to turn the city green but they missed the big picture. If we look at it from the percentage of

work finished, since two out of three activities are completed at any point of time, 67% of work is considered completed. In terms of time, digging takes more time followed by filling and planting a tree. Interestingly, the two most time consuming activities (say 95% of time) are completed with most critical activity missing completely.

Moral of the story: it is not enough if I completed my activity or project on time - what matters is the end result or the business impact it has created.

Project Managers focus on completing the project within the scope, time, cost, and quality. What is the next step? Project success has to be evaluated for its impact or value to business. There can be many positive ways that a successful project can add value to business viz., speed to market or the technology innovation or better customer service or improved productivity and lower costs or something else that mattered to bring more revenues. Thinking in these lines is an important mindset change needed for a project manager to emerge as a CXO. To articulate value of the project's success to executive management, you must think like an executive.

Project Managers know that they add value to the organization. They know that their projects improve the bottom line. They often don't know how to articulate this value, how to measure it correctly and how to speak in the language that a CXO understands.

Here are some tips to do this:

- ✎ The CXO speaks the language of money – constantly evaluating the value to their business. Project success should demonstrate that value. For example, delivering a project ahead of schedule may result in starting production earlier or reaching the market earlier than competition, or resulting in increase of market share, etc. Just declaring that the project was delivered ahead of time and celebrating success is just not enough.
- ✎ While managing the project, think what is right for the organization besides thinking what is right for the project success. This way you can demonstrate value at every stage of the project.
- ✎ The CXO receives tons of data from various sources but is eluded from information needed to make decisions on the fly. Provide a dashboard summarizing the information needed



to make business decisions. Convey the information precisely and elucidate how the information connects to the bottom line. For example, the decision could be that the project should be discontinued given the situation, since it will not be able to deliver as per its initial charter or that market conditions have changed since initial charter was defined.

Make a beginning today. Start thinking and speaking the language of money and business value. Placed below are some key words commonly used by Project Managers and their equivalent words as understood by CXOs.

Project Manager	CXO
Objectives / Goals	Be specific. E.g. Cash Flow, Gross Margins
Critical Path	Priority Tasks
Gantt Chart	Timeline
Resource	Be Specific – People, Money or Material
Work Breakdown Structure	List of Tasks, Scheduling
Delays	Reveal the problem in conjunction with the solution
Project Risk	Potential Issue
Dependency	Task Sequence and Action(s) needed
Earned Value Calculation	Project Status (in terms of cost and schedule)
Cost Performance Index (CPI)	On or off budget? By how much? Give data to facilitate decision-making
Release Plan	Where, how and when the project will be delivered

Also, several soft skills are needed to become a CXO and Project Managers get exposed to these skills while managing projects. Let us take a look at the skills gained by experienced project managers – financials (budgets and costs), change management, risk analysis, stakeholder communication and expectation management, conflict resolution, negotiation, problem solving, quality consciousness, et al, in addition to the project management processes. However, the exposure to some of these skills is limited and based on the demands of the project. These skills need to be improved in a focused way. CXOs are good at influencing the bigger organization. Public speaking, mass communication, people management, and leadership are key soft skills in a CXO that help influence a larger audience. Project Managers should strive to pickup opportunities to improve these skills. As a caveat, let me mention that there is a whole gamut of business and leadership skills required to become CXO, which are not covered in this article.

Project Managers who demonstrate Return on Investment (ROI) for their projects raise the value of their own team vis-à-vis enhance the significance of the profession. It will be a pity if flawless execution goes unnoticed. Measuring the project success in concrete business terms can bring visibility to that flawless execution and will catch the attention of the CXO.

The choice of growth in career is yours. As one philosopher said “Luck is where preparedness meets opportunity”. Prepare yourself for the move to the corner office.

## Achievements of the Pakistani Members of PMI

- Zahara Khan and Mohammad Munaf from PMI KPC have been selected for the **PMI Leadership Institute Master Class 2011 Group 2**. Only 25 participants are selected from all over the world, for each LIMC group, through a competitive selection process.
- Zahara Khan attended the PMI Leadership Institute Meeting Asia-Pacific held in Melbourne, Australia, in Feb 2010. She also joined the “PMI Project of the Year Award” selection committee for 2010.
- On May 13, 2010, Suhail Iqbal from Islamabad became the first Program Management Professional (PgMP) from Pakistan. PgMP is world’s most prestigious certification for Program Managers. There are only 400 certified PgMP individuals worldwide. The PgMP certification is awarded by PMI.



# The Hidden Frontiers

By Suhail Iqbal, PgMP, PMP

In this fast changing world of technology, keeping pace has become increasingly difficult. The land-slide and explosive growth of Telecommunication Industry in Pakistani environment and then sudden backlash of economic crunch has forced the industry to be more careful and cautious. Recent lay-offs and right sizing in Telecommunication industry has taught us the lesson of working smarter and not harder in local environment.

Unfortunately, most of the companies have not learnt their lesson well and they are reacting to the situation in a very haphazard fashion, like firing hundreds of employees on one day and hiring very expensive foreign resources on other day, without any specific regard to the strategic objectives of the organization. Such reactive decision-making would render the industry incapacitated in long run. We have to take a step back and learn to be Proactive and not Reactive, and to take certain proactive measures which would pay off in years to come. This takes us to the importance of having a simple but creative Vision which must also be achievable. We should be able to translate this Vision into Mission and devise our Strategy accordingly, which must be revised on continuous basis. Continuous strategic alignment of Organization Goals and Objectives is the recipe for success. From here, any Telecommunication concern, can start orchestrating its Operations as well as Project portfolios. The need for effective Program and Project Management is definitely felt by all but the emphasis laid on the formulation of respective frameworks and methodologies is completely missing.

Almost every Telecommunication concern in Pakistan has bought the concept of Project Management Offices (PMOs) in various shapes and configurations. But like the advent of Quality Management in the industry, concepts of Project Management are also not being sponsored and owned at highest possible levels. Like a Quality Manager looking after all aspects of Quality in the organization, organizations think, a certified PMP is enough to run their PMO. From one perspective, this is a positive change as most of the organizations have yet not accepted the need for certified professionals in the field of project management. But this is not enough, a PMP® with 3-5 years of experience is not really very suitable to run an organizational PMO. We need someone much more seasoned and experienced than a fresh PMP®, probably the senior most project or program manager available in the organization is the person who should be given the responsibility of manning the PMO and he should have a complete and effective team of PMPs to assist him/her.

Moreover, organizations have just taken fancy to the term PMO, there is hardly anyone who correctly understands the purpose and meaning of setting up a PMO. Considering a PMO to be a Project Monitoring and Evaluation body does not address the core spirit of a PMO. PMO has to be an organizational structure responsible for formulating project management framework and methodology and standardizing it at organizational level by ensuring adoption of standards, templates and formats. PMO has to be responsible for all Project Management Trainings, Coaching and Mentoring services for project and program staff and establishing a linkage between projects and

operations of the organization. PMO is not a decision making body and cannot be delegated powers for all strategic decisions, because the need for having a Strategic Watchdog on all projects and Programs highlights the role of a Portfolio Board or Committee, working directly under the executive body. The relationship of Portfolio with PMO will enable Gateway Reviews, Project and Program Audits and Project Health Check to be effective.

Organizations have to understand they may not be capable of handling all this by themselves and they may need to have expert consultants come in to guide and coach them on the concepts of project and program management. As soon as an organization has a couple of PMPs on board, they start thinking they have all the expertise required for managing projects and they do not need any outside help. Due to recent upheavals in Telecommunication Industry, where a lot of workforce was let go, there they also started ignoring the importance of professional development of their existing staff. Training budgets have been drastically cut and no investment whatsoever is being made in human capital. Maybe they think this is a good way of saving money, but this is a true example of Reactive Decision-Making. It shows utter disregard of Vision, Mission and Strategy. Such reactive shortcuts would never take you to your destination, you need to proactively invest in your strategy and keep an open mind to the possibilities of the future.

The situation is not that bleak as yet, we can see some very creative and forward-looking organizations, who have actually excelled in the times others were gasping for air. I have noticed one great thing in

such organizations, they have adopted the methodology of Organizational Learning where they do not need to have HR running after employees keeping track of their professional development and future growth. The organizations have matured in such a way that systems have evolved which naturally support a seamless system of growth and thus embrace the concept of

Organizational Learning. Such organizations nurture employee loyalty and satisfaction, which in return, let's the organization take its natural path to obvious success.

So finally, the crux of my message to Telecommunication Industry on this very important day is to open up to the possibilities and invest in your future

proactively keeping your strategy always very flexibly aligned to the market forces. Managing Functions and Operations is what we do all the time, we must give equal importance to the Projects and Programs we are running in our organizations, because the leadership we are lacking so much, will actually come out of these projects.

## PMI Leadership Institute Meeting - Asia Pacific 2010

By Zahara Khan, PMP

Volunteering for PMI KPC has been a rewarding experience for me. Over the years, I have had unique opportunities to grow professionally and to learn from the experts. This year, I had the opportunity to represent PMI KPC at the Leadership Institute Meeting Asia Pacific (LIM-AP) 2010.

PMI organizes many regional and international events each year for its members and leaders. LIM-AP is one of these events aimed at the volunteer leaders from the regional chapters.

The LIM-AP 2010 was held in Melbourne, Australia, in Feb 2010.

As one of the volunteer leaders from the PMI KPC, I was fortunate enough to represent my chapter at the LIM Asia Pacific 2010. Since this was my first LIM, I was quite excited at the prospect of meeting fellow leaders from around the region. This year's LIM-AP was attended by 89 volunteer leaders from 14 countries. This provided an ideal opportunity for me to not only gain knowledge but also to network with other volunteer leaders from regional and international levels.

One of the highlights of the event for me was meeting with the PMI President and CEO, Gregory Balestrero, who share PMI's vision with us. Mr. Balestrero's address was followed by a very interesting keynote session by Troy Hazard, global president of the Entrepreneurs' Organization. I especially liked how Mr. Hazard emphasized the need & importance of value-addition when concerns the volunteer organizations. As a social entrepreneur myself, I could relate to this point.

After being all charged up by the keynote address, all of us were ready for the sessions planned ahead. The LIM-AP offered multiple tracks allowing the participants to choose their own learning paths. Most of the sessions were based on group work and sharing of experiences which allowed us to learn from each other.



Ms. Zahara Khan, Director Newsletter & Publications PMI-KPC, with the participants of LIM-AP 2010

The region-specific session was especially useful as all the leaders from a specific chapter worked with their regional mentors on the challenges facing their respective chapters. During this session, I got to know the regional leadership and form linkages with them.

Mr. Ramam Atmakumari, mentor for region-11, and Mr. Vijay Prasad treated all the region-11 volunteer leaders with a sumptuous dinner at a local Indian restaurant. Talking to all these leaders and learning from their experiences was the most valuable experience from LIM-AP for me. The network created by this event has forged important linkages between the volunteer leaders from Pakistan, India and Sri Lanka, which will help the chapters from these countries collaborate on long-term basis. I encourage other volunteer leaders to participate in the future LIM's.



# PMI Global News

## PMI® Global Congress 2010 - North America

The PMI Global Congress 2010 - North America was held between Oct 9 & 12 at the Gaylord National Hotel & Convention Center, Washington D.C. The Congress was a four-day premier knowledge and networking event aimed to give the participants the insights they need to stay ahead. Participants could choose a customized Congress experience that fits their schedule and budget.

## Nominate for PMI 2010 Professional Awards

Submissions for the 2010 PMI Eric Jenett Project Management Excellence Award and PMI Distinguished Project Awards are accepted throughout the year. For more information on these awards' criteria, nomination procedures, nomination requirements and award recipient selection process, please visit the PMI web site (<http://www.pmi.org>).

## PMI India PM Conference

PMI India is organizing a national Project Management Conference between Nov 19 & 21, 2010. The conference will be held at the Grand Hyatt Mumbai. The conference will provide an opportunity for thousands of professionals across all industries to exchange ideas on today's project challenges and emerging trends. The theme for the conference is **"Leveraging Project Management for Excellence, Growth and**

**Transformation"**. The conference will also have the awards ceremony for the following awards established by PMI India:

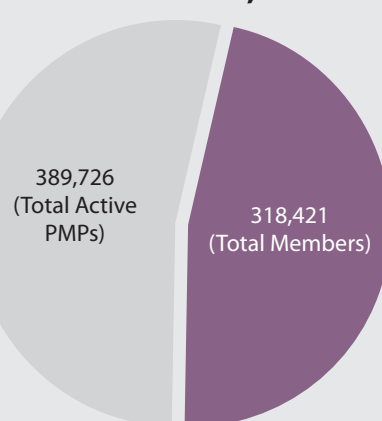
- PMI India Practitioner of the Year Award
- PMI India Project of the Year Award
- PMI India Award for Contribution to Community

Attending the 3-day conference helps earn 16 PDUs.

## PMI Region-11 Leadership Meeting

The Leadership Meeting of PMI Region-11 is scheduled for Nov 18 & 19, 2010 in Mumbai, India. The leadership meeting sessions will be divided into 3 broad areas: *Association Governance*, *Individual Leadership Development*, and *PMI Institutional Knowledge*. The meeting will conclude with a **"Leader to Leader"** discussion with Greg Balestrero (President & CEO, PMI Global) and other PMI board members present. This regional leadership meeting is aimed to provide an opportunity for chapter leaders to come together, learn things, network and also attend the PMI India National conference.

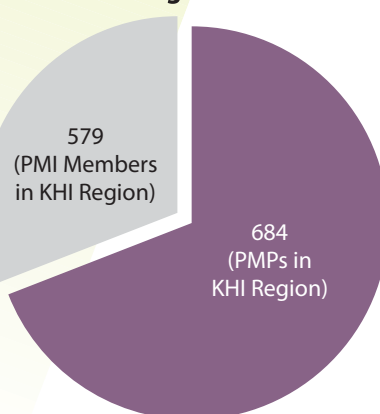
## Global Stats As on June 30, 2010



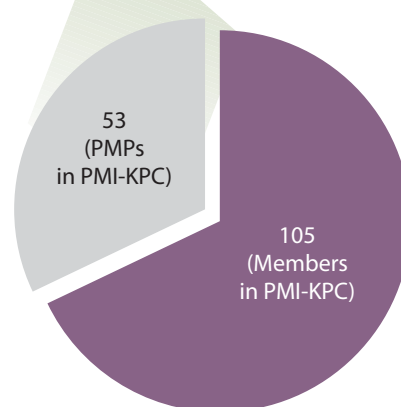
Source: PMI today

## Karachi Stats As on July 31, 2010

### Karachi Region Stats



### PMI-KPC Stats



# PMP Exam Prep Aid

**Actual Cost:** Total costs actually incurred and recorded in accomplishing work performed during a given time period for a schedule activity or work breakdown structure component. Actual cost can sometimes be direct labor hours alone, direct costs alone, or all costs, including indirect costs.

**Grade - A** category or rank used to distinguish items that have the same functional use (e.g., "hammer"), but do not share the same requirements for quality (e.g. different hammers may be built to withstand varying degrees of force).

**1. Which type of bilateral procurement document is used for high dollar, standard items?**

- a) Purchase order
- b) Request for proposal (RFP)
- c) Invitation for bid (IFB)
- d) Request for quotation (RFQ)

**2. If the schedule variance is negative, then:**

- a) We have shortened the critical path
- b) We are running the project in "fast track" mode
- c) The cost has increased for critical path elements
- d) We need more information to determine the cause of the variance

**3. Which of the following is an example of quality planning?**

- a) Control charts
- b) Quality audits
- c) Fishbone diagrams used to evaluate a defect
- d) Benchmarking

**4) The Rule of Seven:**

- a) States that a batch should be rejected if there are seven consecutive rejects
- b) States that seven consecutive observations on one side of the mean indicates a batch should be rejected
- c) Means that a minimum sample size of seven should be taken
- d) States that seven consecutive observations on one side of the mean is highly improbable

Answers  
1) C  
2) D  
3) D  
4) D

## PMI Pakistan Chapters Agree to Set Up a National PM Conference

In keeping with PMI's new regional event strategy, the PMI Chapters in Pakistan (Lahore, Karachi, and Islamabad) have agreed for the creation of an annual National Project Management Conference. The first National Project Management Conference will be held in Lahore (Pakistan) in Feb 2011. This national event will help to highlight the increasing importance of project management in achieving business success. In addition to an opening keynote address and closing session, the conference will feature 20 speakers in four thematic tracks - Government, Information & Communication Technology (ICT), Construction and Soft Skills.

# Karachi Chapter Activities

## Monthly Seminars



## PMP Exam Preparation Workshops



## Special Workshops





# PMI Welcomes New Members of PMI-KPC

ID	Full Name	Company	Joining Date
1772589	Mr. Fahad Anwer Khan	Shams Software Services	12-Jul-10
1855059	Mrs. Tasneem Ahmad Mumtaz	Beacon House School System	07-Jul-10
375450	Mr. Farrukh S. Husain	Black & Veatch	04-Jul-10
1849622	Mr. Muhammad Farhan Wali	PTCL	29-Jun-10
990445	Mr. Asghar Amin	Tapal Tea (pvt) Ltd.	22-Jun-10
1841702	Mr. Yawar Sheikh	EMC	18-Jun-10
1653651	Mr. Syed Sabeeh Ahsan	ENAR Petrotech Services Pvt. Ltd.	17-Jun-10
1806674	Mr. Salman Saeed	Triad Software & Services	30-May-10
1824542	Mr. Qazi Bilal Uddin Ahmed, P.E.	Al-Gihaz Company for Contracting & Trading	26-May-10
1381828	Mr. Farooq Ijaz	ITIM Systems	21-Apr-10
1789269	Mr. Rizwan Uddin	Sidat Hyder Morshed Associates Pvt. Ltd.	13-Apr-10
1785498	Mrs. Shella Mithani	Philip Morris International	12-Apr-10
828512	Mr. Aamir Abdul Rehman Thanawala	United Bank Limited	27-Mar-10
1770592	Mr. Sibtain Jawed	Otsuka Pakistan Ltd	23-Mar-10
1218302	Mr. Ayaz Somjee	Shams Software Services (Pvt.) Ltd.	11-Mar-10
1763157	Mr. Khwaja Faraz Hasan	Teradata Corporation	10-Mar-10
1758314	Mr. Raja Mubashir Hassan Basha	Descon Engineering FZE	09-Mar-10
1627331	Mr. Hasan Saeed	Abbas Steel Group	22-Feb-10
1741446	Mr. Muhammad Imad Siddiqui	Alfalah GHP Investment Management Limited	16-Feb-10
1727247	Mr. Tanzeel Younus	Sapphire Consulting Services Pvt. Ltd	16-Feb-10
1740585	Mr. Mohammad Saeed Alam	Premier Systems	15-Feb-10
1735074	Mr. Salman Ali	OASystems	12-Feb-10
1384815	Mr. Omer Many	DWP Technologies	26-Jan-10
1717373	Mr. Muhammad Hamdan	Pakistan Petroleum Limited	18-Jan-10
1717410	Mr. Muhammad Hanif	Pakistan Petroleum Limited	18-Jan-10
1197375	Mr. Murtaza Hussain	Cybernet	11-Jan-10
1475563	Mr. Mazhar Ul Hassan Lari	Tyco Fire & Security Pakistan (Pvt.) Limited	10-Jan-10
1545419	Mr. Imran Haider	M/s. Pakistan State Oil Company Limited	02-Jan-10

## Congratulations New PMPs of Karachi Region

PMI ID	Full Name	Company	PMP Date
1649451	Mr. Shahid Mehmood, PMP	Aga Khan University	14-Jun-10
1381828	Mr. Farooq Ijaz, PMP	ITIM Systems	19-May-10
1218302	Mr. Ayaz Somjee, PMP	Shams Software Services (Pvt.) Ltd.	26-Apr-10
1727247	Mr. Tanzeel Younus, PMP	Sapphire Consulting Services Pvt. Ltd	25-Mar-10
1583008	Mr. Aamir Yousuf, PMP	Ericsson Ethiopia	17-Mar-10
1545419	Mr. Imran Haider, PMP	M/s. Pakistan State Oil Company Limited	15-Mar-10
1626981	Mr. Khalid Nazir Khan, PMP	Bank Alfalah Ltd.	07-Jan-10

# Project Management Institute Karachi Pakistan Chapter

Session #	Date	Seminar Title	Speaker
66	May 4, 2010	PASHA Key Initiatives & Policy Advocacy Framework. "Project of the Year Award 2009"	Ms. Jehan Ara
65	April 6, 2010	Agile Project Management Using SCRUM.	Asad Ullah Chaudhry
64	March 2, 2010	Communication Skills.	Amir Khan
63	February 2, 2010	Project Management for Development	Shahida Saleem
62	January 5, 2010	Generic Strategy for Implementation of Project Management in an Organization	Syed Ammar Zaheer
61	December 1, 2009	From Inception to Completion (A Project Presales Saga).	Asif Qayyum

## Karachi Chapter Board Members

<b>S.M. Mumtaz Ahmad, PMP</b> president@pmikarachi.org	President
<b>Shabih Rizvi</b> vp-administration@pmikarachi.org	VP Administration
<b>Mohammad Munaf, PMP</b> vp-finance@pmikarachi.org	VP Finance
<b>Shuja Khan, PMP</b> vp-web@pmikarachi.org	VP Website
<b>Asad Ullah Chaudhry</b> vp-membership@pmikarachi.org	VP Membership

## Meeting Rules for Managers

- 1) *Never arrive on time, or you will be stamped a beginner.*
- 2) *Don't say anything until the meeting is half over; this stamps you as being wise.*
- 3) *When in doubt, suggest that a subcommittee be appointed.*
- 4) *Be the first to move for adjournment; this will make you popular - it's what everyone is waiting for.*

**Source:** <http://jokes4all.net/managers.html>



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## Top Reasons Not to Use Project Management

*Our customers really love us, so they don't care if our products are late & don't work.*

*Organizing to manage projects isn't compatible with our culture, and the last thing we need around this place is change.*

*All our projects are easy, and they don't have cost, schedule, and technical risks anyway.*

*We aren't smart enough to implement project management without stifling creativity and offending our technical geniuses.*

*We might have to understand our customers' requirements and document a lot of stuff, and that is such a bother.*

**Source: [http://www.hyperthot.com/proj\\_2.htm](http://www.hyperthot.com/proj_2.htm)**