

PM-WIRE

A publication of PMI Karachi Pakistan Chapter

INAUGURAL ISSUE

COVER STORY

PMI Karachi Chapter Performance Review Report

On Page 07

- 
- 03 PMI Regional Presidents' Meeting
 - 05 PM & Business Competitiveness
 - 10 Program Managers & C-Level
 - 12 The Project From H***

JULY 2011

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On Next Pages

- 01 FROM EDITOR'S DESK
- 02 PRESIDENT'S MESSAGE
- 03 IN FOCUS
PMI Regional Presidents' Meeting
- 04 NEWS BUZZ
- 05 P3M
Organizational Project Management
for Business Competitiveness
- 07 COVER STORY
Karachi Chapter Performance Review 2011
- 10 FEATURED ARTICLE
Are Program Managers
on the Career Path to the C-Level?
- 12 FROM THE FRONTLINE
The Project from H***
- 14 THE HIDDEN FRONTIERS
An Emerging Trend in PMI Certifications?
- 16 REFLECTIONS
The Cranky Parking Attendant
- 17 HIGHLIGHTS

From EDITOR'S DESK



Dear Readers

As I write this message, I feel happy and excited. Our dream of having a quarterly magazine of PMI Karachi Chapter (PMI KPC) is finally a reality!

As promised in the April 2011 issue of our quarterly newsletter, we are proud to present the *Inaugural Issue* of **PM-WIRE**. PM-WIRE will be a quarterly magazine issued every year in January (Annual Issue), April, July, and October. This magazine will be aligned with PMI and PMI KPC's strategic direction. PM-WIRE will focus on generating local knowledge and bringing locally-relevant knowledge from the global project management community to the project management community in Pakistan.

The material included in PM-WIRE will be selected to cater to the needs of new project managers as well as seasoned project management practitioners. We also plan to use this platform to disseminate latest information from PMI and PMI KPC to the local project management community.

We have tried to keep the layout clean and sharp, while including more visual content to support the written material.

On this occasion, I would like to thank Irfan Ali, Asif Lakhani, Sadaf Mumtaz, and Rafiq Lakhani for their contributions toward the PMI KPC Newsletter.

We are also looking forward to expanding our team - editors, writers / contributors, coordinators, illustrators, designers, and marketing associates. If you are interested in joining our team, drop us a line at editor@pmikarachi.org. You can also earn PDUs for your voluntary contributions to PM-WIRE.

Your feedback and suggestions keep us going. So, do share your views about the magazine. What did you like? What could we have done better? Are we missing something?

Happy Reading!

PRESIDENT'S MESSAGE



This is an era of Satellite TV & Internet, but written words are still important. The written word is a great source of communication, record and history. It exists forever and can be referred to at any time.

I remember, it was August 2005 when PMI KPC published its first newsletter. The first issue of our newsletter consisted of four pages only. Now, after six years, PMI KPC is publishing the *inaugural issue* of its magazine PM-WIRE!

PM-WIRE was a dream of PMI KPC's publication team. I am so excited to see this dream turn into reality. On this occasion, I congratulate Ms. Zahara Khan, PMP, and her team of volunteers on achieving this important milestone.

I see PM-WIRE as a platform for sharing ideas and experiences from the project management profession in Pakistan. I hope that this magazine will strengthen the project management profession by encouraging local research in Project Management.

And now, a few words to Project Managers. I know all of you have stories of how you managed your projects. Your stories may be related to the technical aspects of your projects or they may revolve around human behavior. Come with your stories. PM-WIRE is here to serve as a platform to share your experiences, your achievements, even your bad memories of Project Management with the world. Come and get published. You may even talk to PM-WIRE's team about your experiences, and they will give words to your ideas. So, what are you waiting for?

- S M Mumtaz Ahmad, PMP

IN FOCUS

PMI Region 11 Chapter Presidents' Meeting

By Tasneem Ahmad



PMI Regional Presidents' Meeting was held between June 3 & 5, 2011 at Club Hotel Dolphin - Negombo, a beautiful resort 40 km from Colombo. This meeting was held to promote high level planning and knowledge sharing among its regional leadership. These meetings are held bi-annually and are attended by chapter presidents and board members.

This was the first time that Sri Lanka chapter hosted such a meeting. The cancellation of the *Leadership Institute Meeting (LIM) 2011 – Asia Pacific*, to be held in Japan, further highlighted the importance of this meeting.

Mr. Hugo Wisidagama, President PMI Colombo Chapter, and his team were responsible for organizing the meeting. Chapter presidents from India, Pakistan, Sri Lanka, and Bangladesh attended this meeting. PMI Asia-Pacific was represented by Ms. Ressena Abdullah and Ms. Tarnbir Kaur while PMI India was represented by Mr. Jacob Varghese. Mr. Ramam Atmakumari presided the meeting. Mr. S M Mumtaz Ahmad, President PMI Karachi Pakistan Chapter, represented the chapter at the meeting. I attended this meeting as an *Observer*.

The three days at Negombo provided great learning opportunities for all attendees. The agenda of the meeting was as under:

1. Top 5 services / benefits offered by each chapter (per their Chapter Survey results)
2. The **unique** initiatives run by each chapter
3. Things that worked well during last year (with benefits to members and community)
4. Plans for the coming year & any improvement areas

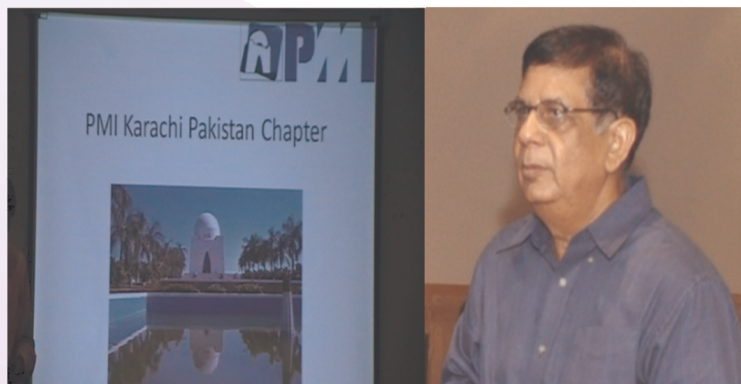
Mr. S M Mumtaz highlighted the following achievements of PMI-KPC:

1. The first-of-its-kind 'Train the Trainer' workshop on "Post Disaster Project Management", held in 2010. The workshop was conducted by experts from Australia and was attended, in large numbers, by organizations engaged in flood relief work in Pakistan. All three chapters of Pakistan collaborated on this initiative.
2. 'Project of the Year Award' initiated in 2010.
3. PMI KPC has held 77 monthly events to-date
4. Project Management Day and Mentoring Program (with ongoing one-to-one mentoring)
6. The progress of chapter newsletter toward a quarterly magazine
7. The high percentage of responses by KPC Members in PMI's *Chapters Satisfaction Survey* (56%, against the global average of 19%)

Other chapters' achievements include *partnerships with academia* for logistics arrangement (Islamabad Chapter), *telephonic follow-ups* with members (Lahore Chapter), *outreach* through TV, FM radio and press (Colombo chapter), *corporate sponsorship* for monthly events (Delhi Chapter), *corporate cluster setup* at Microsoft, Value Labs, etc (Hyderabad Chapter), *project for MBA students* leading to successful entrepreneurial ventures (Pune Chapter), *rapid growth* (Bangladesh Chapter), and use of *Balance Score Card* (Kolkatta Chapter).

PMI India has introduced *PMI Champions Program* in industry, recognizing industry employees as champions for establishing a link with industry executives and PMI. PMI India has also established links with academia. PMI Asia Pacific's representative recommended updating of *Chapter's Bylaws* every three years.

The program was highly engaging and required total focus. The most important and unforgettable thing, however, was the courtesy, love and warmth of the Sri Lankan Chapter. Mr. S M Mumtaz Ahmad also conducted a complimentary workshop on *Conflict Management* for the Sri Lankan Chapter.



NEWS BUZZ

PMI Global BOD Elections: Update your MyPMI Profile by 13 July!

To ensure that you receive the PMI Board of Directors electronic election ballots, please update your MyPMI profile to ensure that your preferred e-mail address listed is correct. The profiles should be updated latest by July 13, 2011.

As part of PMI's continuing effort to champion global sustainability, the Board of Directors election is conducted electronically, so returning your vote is simple and efficient. No paper ballots will be mailed. Balloting will open the week of 8 August 2011.

Source: <http://www.pmi.org>



Construction Extension to the PMBOK® Guide Third Edition

Projects for the construction industry have unique characteristics and challenges. The Construction Extension is a companion to the PMBOK® Guide and extends it to help project managers improve the efficiency and effectiveness of construction project management.

The Construction Extension provides materials directly related to the construction industry that are not offered in the PMBOK® Guide—Third Edition, such as Safety Management, Environmental Management, Financial Management and Claim Management.

PMI members can view a read-only copy from the standards library.

PMI Lahore Chapter Hosts the First National PM Conference

PMI Lahore Chapter hosted the first National PM Conference on Apr 9 & 10 in Lahore. The theme for the conference was **'Making Project Management Work for Pakistan'**. The conference featured an opening panel session with 6 eminent speakers, followed by eight sessions spread over 2 days. Mr. Mark A. Langley, President & CEO of PMI, sent a message of support expressing confidence that the conference would help to make the theme 'Making Project Management Work for Pakistan' a reality.

The conference was attended by 152 individuals, almost 86% of them being PMPs. A large number (25%) of participants from outside Lahore also participated. Coming together of the 3 chapters in Pakistan to hold this National Conference has paved way for further collaboration in future to promote PM profession in Pakistan.

Source: <http://www.pmilhr.org.pk>



PMI National PM Conference 9/10 April 2011, Lahore, Pakistan

PMP Exam Prep Aid

Source: <http://www.pmexam.com>

1. A project costing \$1.75 million has an adverse event that has a probability of 0.08 of occurring and a potential loss of \$22,000. This represents an expected negative monetary value of how much?

- A. \$140,500
- B. \$79.54
- C. \$1,760
- D. \$22,000

2. Which of the following are costs of quality?

- A. Product design and process validation
- B. Quality planning
- C. Scrap, rework, product recalls, and warranty repairs or service
- D. All the above

3. Reviewing deliverables and work results to ensure that they were completed satisfactorily is part of:

- A. Administrative Closure
- B. Risk Management Planning
- C. Perform Quality Control
- D. Verify Scope

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 can be built to withstand varying degrees of force).

3-D
2-D
1-C
Answers:

P3M

By M. Aslam Mirza, CEng, MBA, PMP, LMG



Organizational Project Management for **BUSINESS COMPETITIVENESS**

The current global recession & socioeconomic difficulties have provided an opportunity to organizations to reassess and rebuild their strengths for growth and change with environment. Competitive performances are linked with organizational competence for advancement to redefine strategic direction and meet and exceed the expectations of stakeholders.

The purpose of business is pursued by an organization for existence through ongoing operations and implementation of strategic initiatives/endeavors and move with environmental demands. There comes into play the power of project management that focuses on 'business outcomes' and is called **Organizational Project Management (OPM)**.

The Power of Project Management with leveraging Project, Program, and Portfolio management focuses on customer, continuous improvement, effective and efficient change management, and capability for the following;

- a) Saving** - an endeavor/initiative taken as project is planned for time / cost / performance to avoid rework and enhance saving
- b) Optimizing** - the extensive planning helps better deployment of resources, cut on wastage and greater returns
- c) Accountability & Governance** - the systematic management of program & projects defines responsibilities of each team member

and provides system for effective governance of issues
d) Risk Management - proactive identification of risk at task level helps monitoring behavior and dealing with the available options for risk response plan

e) Selection & Prioritization - the linkage of projects/program with strategic goal helps selection and application of resources to prioritized project for implementation

A broad understanding of the concepts of Project Management is needed for an organization's success in business.

OPM is the systematic management of projects, programs and portfolios and their interaction with management infrastructure for achieving operational objectives and strategic goals. It provides process bindings among diverse units of an organization to ensure that management of projectized activities are orchestrated with and aligned to desired business outcomes. The standardized processes for OPM are yet to be formalized.

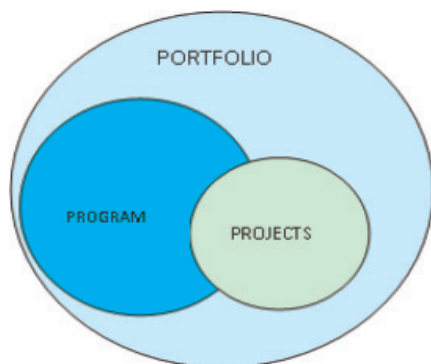
However, the systematic management of projects, program and portfolio in alignment with the strategic goals helps building competence & maturity. The applicable PM-knowledge, skills, tools, & techniques to organization and project activities are carried out to achieve the aims / purpose of the organization through projects. The knowledge domains are:

Portfolio: A collection of projects and / or programs and other work

that are grouped together to facilitate effective management of that work to meet strategic business objectives. The projects or programs of the portfolio may not necessarily be interdependent or directly related.

Program: A program is a group of related projects managed in a coordinated way to obtain benefits and control not available from managing them individually. Programs may include elements of related work outside of the scope of the discrete projects in the program.

Project: A temporary endeavor undertaken to create a unique product or service.



PROJECTS, PROGRAM & PORTFOLIO (P3M) RELATIONSHIP

- a) Portfolio Management—to support organizational strategy
- b) Program Management—to deliver operational benefits
- c) Project Management—to enable capabilities for deliverables

The organizational competence and maturity is developed with the following:

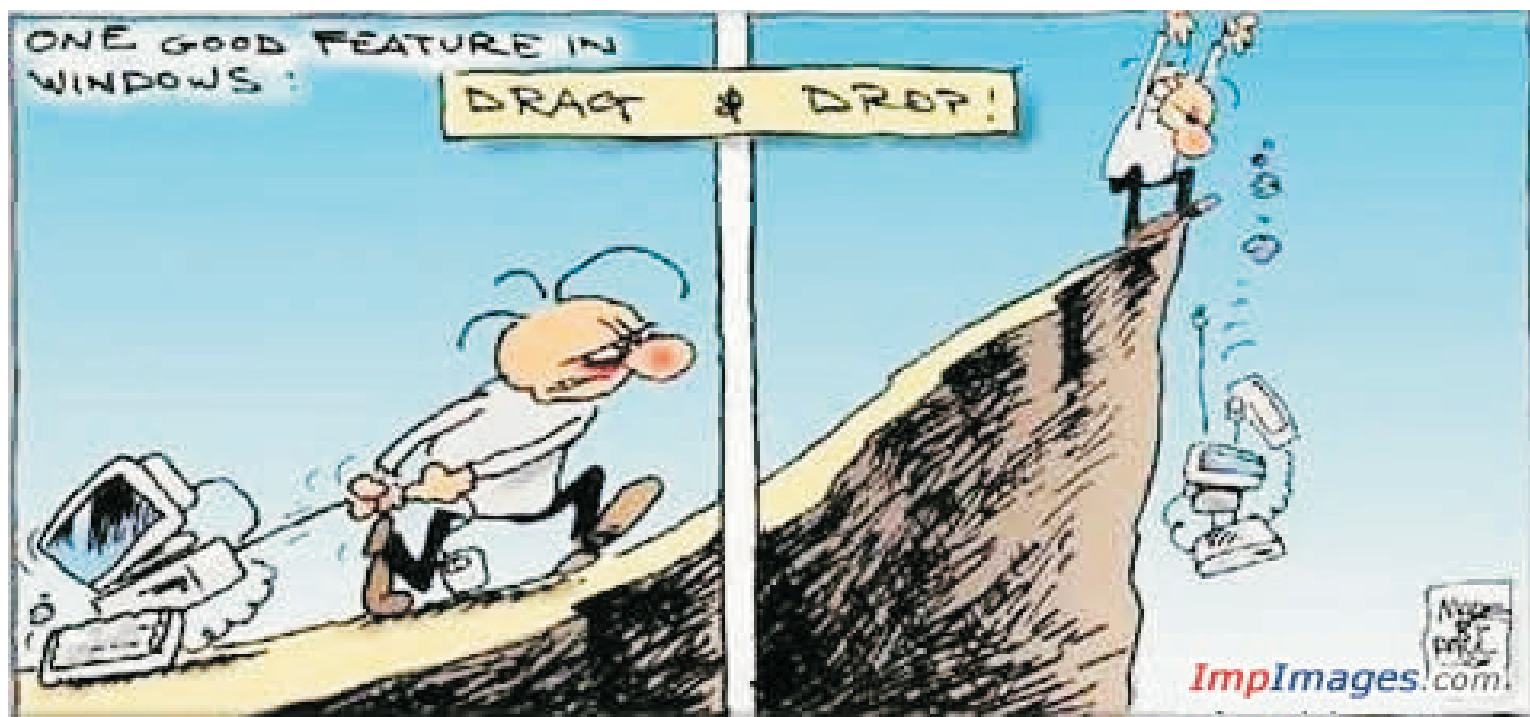
- Project, Program and Portfolio Management (P3M) knowledge skills, tools & techniques
- Stakeholder Management and Engagement
- Leadership Skills
- Understanding of Environment
- Organizational Enablers

Recommendation

Establish & move Program Management Office (PMO) for application of OPM-framework for continuous improvement in organization and manage synergy for advancement towards strategic goals and faster assessment for proactive change with environment. PMO is required to manage dynamics of organizational competence and PM-professionalism to help enhancement of organizational maturity for excellence in performance.

About the Author

Aslam Mirza practices project management for organizational competence enhancement & capabilities building with support Consulting Services & Corporate Training. His insights are based on a mix of exposure to business, knowledge & credentials earned.



COVER STORY

Karachi Chapter Performance Review 2011

By Zahara Khan, PMP



Image: Renjith Krishnan / FreeDigitalPhotos.net

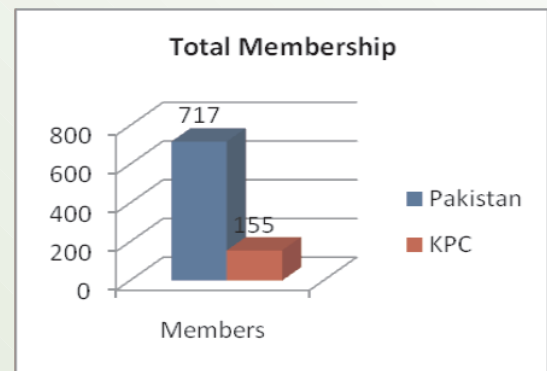
The Project Management Institute (PMI) is committed to serving its valued stakeholders as well as the broader project management profession. As part of its ongoing commitment to product and service excellence, PMI conducts various performance review activities at global and chapter levels. All PMI chapters are also required to regularly monitor their performance and chapter membership's satisfaction. This also ties into bringing transparency and accountability to chapter governance.

The following pages contain a summary of the *Performance Review* of PMI Karachi Pakistan Chapter (PMI KPC). This review is based on country and chapter membership/certification statistics (as on May 5, 2011) provided by PMI's global team.

This report also uses the data from the *Membership Satisfaction Survey* conducted by PMI in April 2011. The percentage of responses by PMI KPC members was 56% compared to the global average of 19%. Industry data shows that response rates for customer satisfaction surveys are typically in the 10% - 30% range, so this seems to be a decent sample of chapter member population. The respondent group consists of new as well as veteran members thereby providing a comprehensive insight into members' expectations of and satisfaction with PMI KPC.

Membership

PMI KPC's total membership was 155. At 31.36%, PMI KPC's *membership growth percentage* is the highest among the 3 chapters in Pakistan and third-highest among the 13 chapters/potential chapters in the Western Asia Region (Region 11). PMI KPC's *attrition rate* (21.19%) is the lowest in Pakistan and sixth-lowest in Region 11.



Certifications

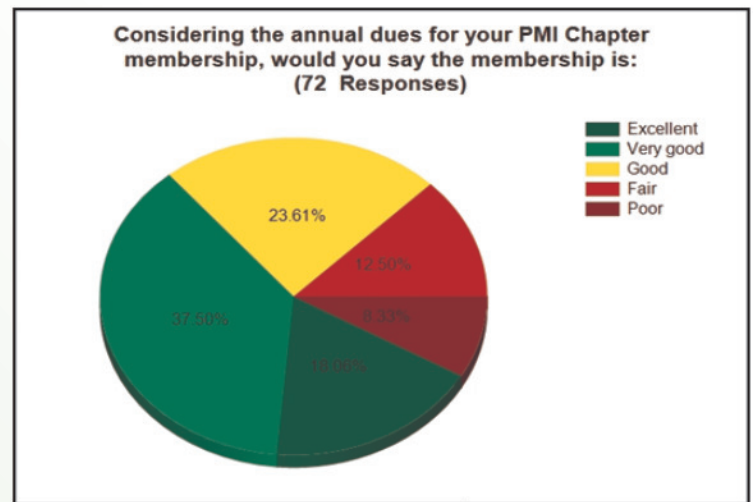
One of the key focus areas of PMI KPC is raising awareness about PMI's standards and certifications, and providing services and

support to members to prepare for certification exams. It is heartening to see that 51.61% of chapter membership consists of certified PMPs.



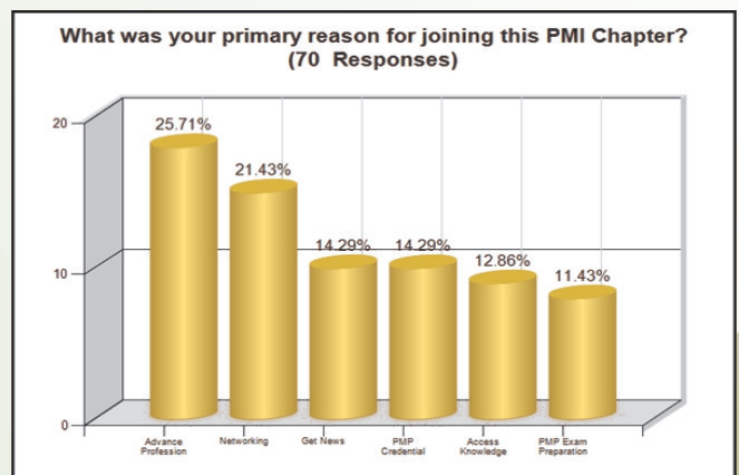
Perceived Value of Chapter Membership

A majority of respondents (79.17%) rate PMI KPC membership's "value for money" between Good and Excellent.



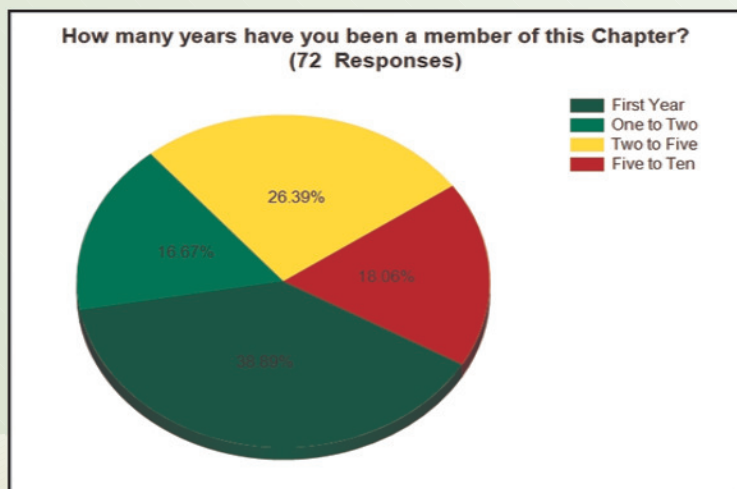
Reasons for Joining PMI KPC

The top three reasons for joining the chapter, as reported by the survey participants, were Professional Advancement (25.71%), Networking Opportunities (21.43%), and Access to Latest News and PMP Credential (14.29% each). This is in-line with PMI KPC's strategic focus over past few years.



Member Retention

PMI KPC is proud of the members who have continued their chapter membership over the years. PMI KPC's membership is a good mix of veteran and new members, providing good opportunity for networking. Over 61% respondents have been associated with the chapter for over a year. The higher percentage (38.89%) of First Year Members reflects recent growth of PMI KPC.



Chapter Services/Benefits

When asked about rating current membership services of PMI KPC, a good majority of respondents indicated their satisfaction with Event Frequency (80%), Event Quality (62.86%), and Networking Opportunity (60%). This was followed by Volunteer Opportunities (51.43%). The stats are evidence to the success of PMI KPC's monthly seminars. To-date, PMI KPC has organized 78 monthly seminars inviting experts from industry to share

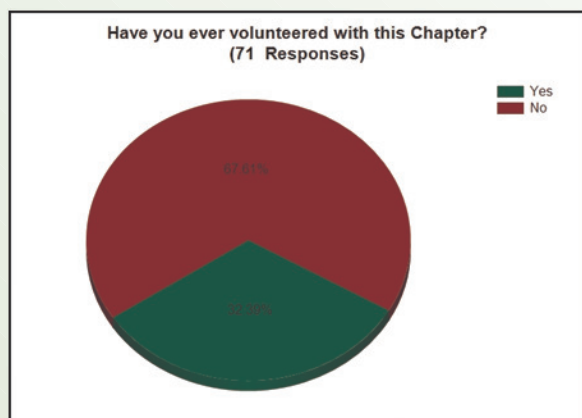
their knowledge with chapter members and non-members.

Chapter Website

PMI KPC upgraded its website in 2009. A majority of the respondents showed satisfaction with the Look and Feel (68.29%), Speed (63.42%), and Local Event Information (53.66%). Website Update Frequency, Information Usefulness, and Easily Finding the Required Information were identified as the “areas of improvement”.

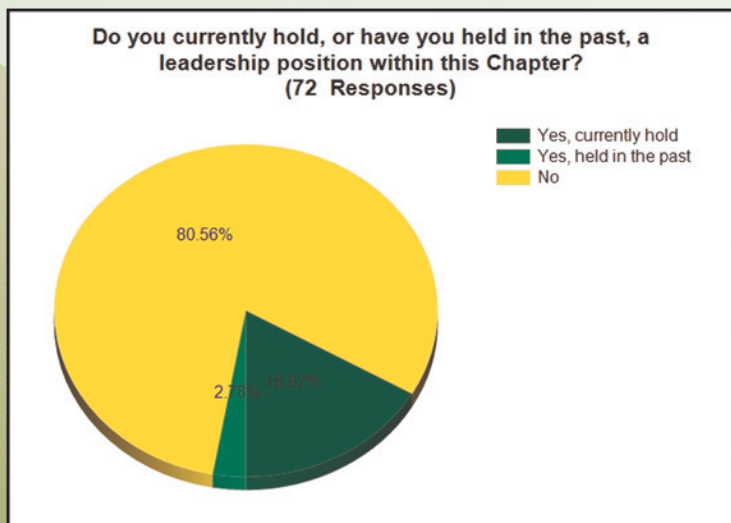
Volunteering

A majority of the respondents (67.61%) had never volunteered for the chapter. This trend identifies the need to further streamline and strengthen PMI KPC’s *Volunteer Coordination Process*.



Volunteering as Chapter Leadership

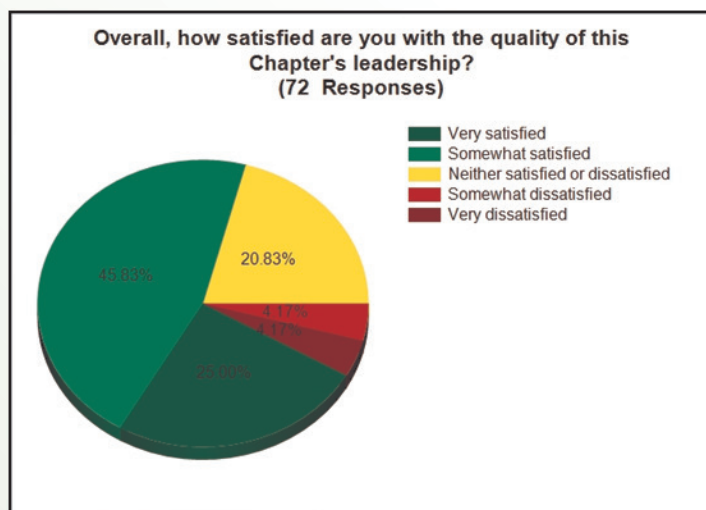
A vast majority of respondents (80.56%) has never held a leadership position at PMI KPC. This also ties into the Volunteer Coordination efforts and the need to develop local leadership.



A good majority (70.83%) of respondents indicated their satisfaction with PMI KPC’s current leadership. This is simultaneously gratifying and humbling for the chapter leadership. It also shows the impact of PMI’s continued efforts to guide and develop its local leadership worldwide through programs such as Leadership Institute Master Class (LIMC), Leadership Institute Meetings (LIM) and Regional Presidents’ Meetings.

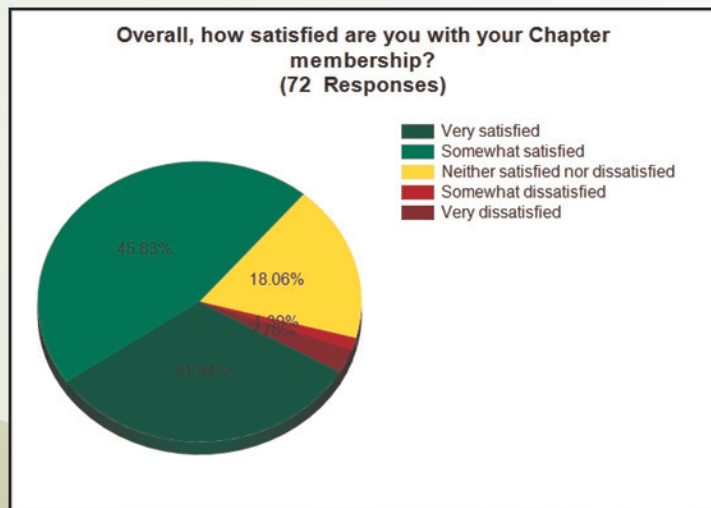
Overall Satisfaction with PMI KPC Leadership

A good majority of the respondents (70.83%) showed overall satisfaction with PMI KPC’s leadership.



Overall Satisfaction with PMI KPC

It is heartening to see that a good majority of the respondents (77.77%) showed overall satisfaction with PMI KPC membership.



Contd. on page 11

FEATURED ARTICLE

By Gareth Byatt, Gary Hamilton, & Jeff Hodgkinson

Are Program Managers on the Career Path to the C-Level?



Source: <http://empower.net.in>

The debate on whether Program Managers would make effective senior executives is one that has gained attention in recent years. However, for this article we thought we would pose this question and contrast it with the musings of a well respected Management Guru, Peter Drucker. Drucker, who is often referred to as the “father of modern management”, signaled out eight characteristics of effective executives:

1. They ask, “What needs to be done?”
2. They ask, “What is right for the enterprise?”
3. They develop action plans.
4. They take responsibility for decisions.
5. They take responsibility for communicating.
6. They are focused on opportunities rather than problems.
7. They run productive meetings.
8. They think and say “we”, rather than “I”.

How different are these eight characteristics from the day to day responsibilities and behaviors of an effective program manager?

One of the first responsibilities of a program manager is to shape their program. This involves working with the program sponsors to map out the core reasons for the program, management expectations and the overall program scope, timeline, plus the implementation and communication plans. Once the “base details” of the program

are established, the program manager is accountable for ensuring the structure of the program is set up to be effective and that it will meet the key program goals. During the course of a program, the program manager will spend a significant portion of his or her time on communication – both the formal program communication to stakeholders (often “reporting up the line”), the informal communication to project managers, and “reporting down the line” for the constituent program and project-level resources. When we compare these program activities and behaviors to those singled out by Drucker for effective executives, three are already evidenced in the core competencies of program managers; (1) asking “What needs to be done”, (2) Development of Action plans, and (3) Responsibility for communicating.

To be an effective program manager (or indeed an effective project manager) you need to be skilled at team motivation. Central to team motivation is the ability to instill a sense of “team over self”. This entails various actions, including referring to “we” rather than “I” at all times, and fostering team cohesion continuously. The most effective program managers understand the risks to being individualistic, and will most certainly refer to the greater good of “we” as the team instead of “I” on all occasions, and give credit where credit is due. This aligns with Drucker’s eighth point of think and say “we”, rather than “I”.

It is likely (perhaps probable) that during the course of program execution, two things will occur. Problems and challenges will arise, and a program manager will have to make many pro-active decisions

to respond to them. These decisions range from day to day program decisions to major decisions concerning issues that have been escalated up to the program level by project managers of projects under the program. An effective program manager will resolve problems using the best interest of the enterprise at all times. Programs should of course always be aligned to enterprise strategic goals and therefore the best interest of the program is also the best interest of the enterprise. An effective program manager will also look for the “positives” in any situation; even when problems arise. This is also important for team morale. This aligns with Drucker’s second and third points of taking responsibility for decisions, asking “What is right for the enterprise?”, and his sixth point of focusing on opportunities rather than problems.

Program managers are most likely (though this is not always the case) to have spent several years of their careers as project managers in their respective industry. This does not mean that good project management should be considered a prerequisite for program management. The two disciplines, while inter-related, require different competencies. However, effective program managers will ensure resources are balanced, and will work closely with project managers at all times. Ensuring they are on the same “wavelength” as their project managers is key. Similar to the seventh trait noted by Drucker, part of this is to run productive meetings, thus ensuring that meeting time is utilized in the most effective manner.

In conclusion, according to the eight characteristics suggested by Drucker, a truly effective program manager may have good foundations

to make an effective executive. That said, the responsibilities of executive management demand skills that all people who graduate to it need to learn and apply in order to be effective.

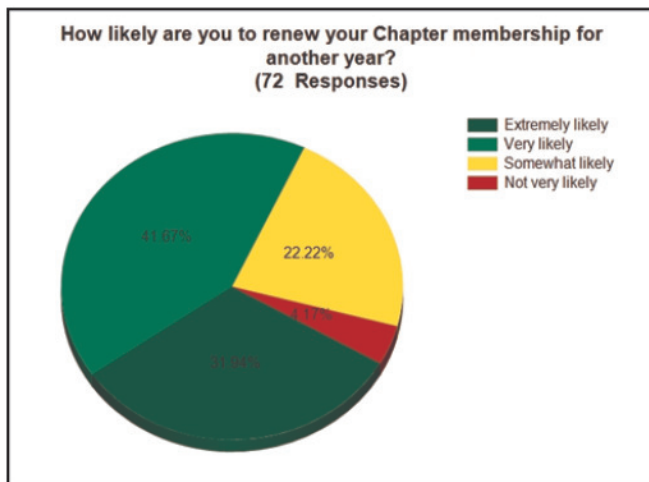
About the Authors

Gareth, Gary, and Jeff are experienced PMO, program, and project managers who developed a mutual friendship by realizing they shared a common passion to help others and share knowledge about PMO, portfolio, program and project management (collectively termed PM below). In February 2010 they decided to collaborate on a five (5) year goal to write 100 PM subject articles (pro bono) for publication in any/all PM subject websites, newsletters, and professional magazines / journals. They have been translated into Arabic, Czechoslovakian, French, German, Italian, Spanish, Portuguese, and Russian and published on websites or journals in 23 countries including Australia, Brazil, Canada, Chile, Czech Republic, France, Germany, Hong Kong, Italy, India, Jamaica, Netherlands, New Zealand, Nigeria, Pakistan, Panama, Poland, Russia, Trinidad, Turkey, UK, USA, and Sri Lanka.

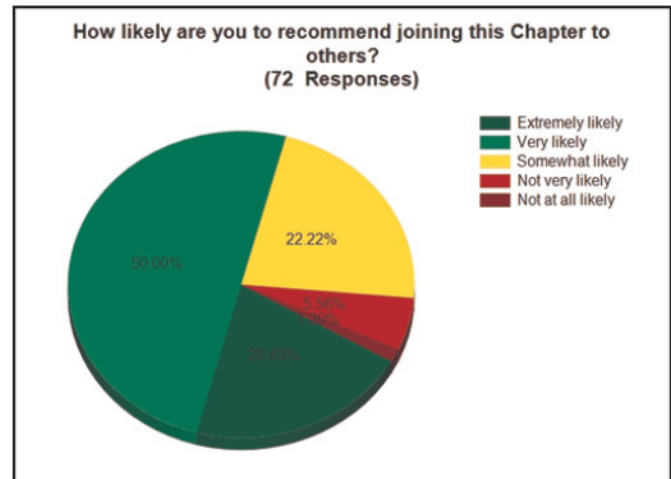
Their mission is to help expand good program and project management practices by promoting the PM profession, to be a positive influence to the PM Community, be known as eminent influencers of PM practices, and in earnest hope readers can gain benefit from the advice of their 65+ years of combined experience and expertise and include the expertise of co-authors who write with them on certain articles and subjects.

Contd. from page 9

A good percentage of respondents (73.61%) indicated their intention to renew chapter membership for another year, which is expected to positively impact chapter’s member retention rate.



It is also interesting to note that a majority of respondents (70.83%) are willing to recommend PMI KPC to others (word-of-mouth referral).



The Project from H***

By Shahida Saleem, PMP

There are projects and there are projects! Projects, by nature, involve multiple stakeholders; but what do you do when you are stuck with a project where no one knows what is happening. This is my story!

I work as a project management consultant. This story relates to my work as a Project Management Consultant for an IT Equipment Supply and Installation Company.

Project: Equipment Supply, Installation & Commissioning of IT equipment for a “Smart Building”, over a period of 11 months.

Major Stakeholders

- A multi-million dollar company as ‘the client’
- An international construction company (with project management expertise)
- Client-side Information Technology (IT) department
- Client’s IT consultant
- Client’s project management consultants
- Client’s civil works department
- Various client-side civil works subcontractors
- An international company specializing in equipment supply and installation (with whom I am working as the IT project’s manager)
- Five subcontractors on the IT project (under our contract)

Sounds fairly simple, doesn’t it? The problems started at the time of contracting when my client (the supplier and installer of the equipment) was finalizing the contract agreement with their client (the owners of the building).

Project Plan – What’s that?

The building was still under construction, and so there were many dependencies on the actual ‘construction project plan’. Imagine my surprise when I found out that there wasn’t a signed off master project plan for the construction work, despite the fact that the construction had already been underway for 2 years! I was successful in getting our contract to include a clause for finalization of a master project plan within 30 days of signing of our contract. This meant that the project management consultants at client side had to do some major work, and were not very happy with me. They felt that the “minor” IT portion should not have anything to do with the rest of the building. For those of you who might not know, a ‘smart’ building by definition means that its systems (e.g. fire safety and security, telecommunications, etc) are integrated on an IT infrastructure.

Next came the actual signing of the master project plan. This is when

we were told repeatedly by our client’s project management consultants not to worry about the details of the work plan, because “they really didn’t matter”. No wonder the signoff took over 3 months!

Enter the Politics!

It seemed that our client’s IT and Civil Works departments were at loggerheads. To top it off, our client’s IT consultant and their IT department head did not see eye to eye. There was a serious power struggle between these three stakeholders, resulting in constant blaming, mudslinging and sabotage attempts.

Understanding this, I decided that clear, written communication would be critical, and held a ‘project kickoff meeting’ to obtain consensus on the “rules” we would all adhere to. Unfortunately, the organizational culture at our client’s side was not one of rules, but rather of “one-upmanship” with written agreements (including the contract) having little or no value.

As time passed, the things went from bad to worse. There was pressure from all sides to meet timelines, with no one willing to follow any processes. Everything was done verbally (including equipment order changes having very large financial implications). Also, since all of the stakeholders had not been involved at the beginning of the building design phase, the designs had to be constantly reworked.

Project Review meetings became shouting matches to see who could score the most points. Our client’s IT head turned out to be a bully and, instead of resolving issues, decided that the best approach was to bully all the other stakeholders into submission; an approach that obviously did not work, and resulted in creating a great deal of animosity.

At this point I begged to be released from this nightmare, but was told by my client that they needed me desperately and I needed to continue as a personal favor. How could I possibly say no?

Project Management to the Rescue

At this point, I decided it was time to teach others about some project management best practices, and had our client’s IT consultant hold an internal stakeholders meeting to arrive at a consensus on the design requirements. It worked; they were all finally on the same page! Now at least we had a finalization on the requirements.

Next, we decided to formally write down our issues (along with the

implications on the delivery timelines) and requested help from everyone. A very clear and concise letter got everyone moving (not necessarily happy, but moving) on addressing the real issues instead of just playing blame games. Some issues were resolved while others are still pending.

It's not over - yet

It is now six months into the project. We haven't been able to get much 'real' work done, but I do seem to have achieved one thing. Everyone on the project now feels that Project Management is critical, and that the project will not survive without it. They have also realized that Project Management is not just a "schedule on Primavera or MS Project". As they say, better late than never!

Wish me luck for the project and wait for the updates in the next issue.

About the Author

Shahida Saleem has over 16 years of international business and management experience. Her areas of expertise include designing and managing complex programs applying sustainable solutions to core development areas, with a focus on social development initiatives in Pakistan.



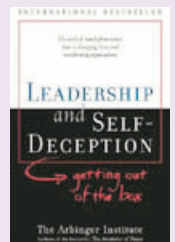
Featured Book

Leadership and Self-Deception: Getting Out of The Box

Author: The Arbinger Institute
ISBN: 978-1-57675-977-6

About the Book

Through a story everyone can relate to about a man facing challenges on the job and in his family, the authors expose the fascinating ways that we can blind ourselves to our true motivations and unwittingly sabotage the effectiveness of our own efforts to achieve success and increase happiness.



About the Authors

The Arbinger Institute helps organizations, families, individuals, and communities worldwide to correct the trouble created by the little-known but persuasive problem of self-deception. Arbinger is led internationally by founding partners James Ferrell, Duane Boyce, Paul Smith, and Terry Warner.



Spotlight Ansar Muhammad

Ansar Muhammad has more than 16 years experience in the consulting, insurance and healthcare industries. He is a computer scientist by profession and a project management evangelist. He deeply appreciates the discipline of project management. He learned about the dangers of not using project management the hard way.

Ansar strongly believes that to manage any reasonably large project it is imperative to bring together all the resources into a cohesive plan. The process of developing the plan is sometimes more important than the plan itself.



Ansar has co-authored a free eBook, which can be accessed at www.largesoftwareprojects.com. The book teaches some key project management concepts by relating a fable and letting the user pick ideas and concepts through a relaxed reading experience.

Currently Ansar's interests vary widely; from PMI volunteering to software development; from ERP software to business intelligence, from lateral thinking techniques to eLearning.

He likes to swim or play cricket to relax.

THE HIDDEN FRONTIERS

An Emerging Trend in PMI Certifications?

By Suhail Iqbal, PE, PgMP, PMP, PMI-RMP, PMI-SP, PME, MCT, PRINCE2 Practitioner

In the last few years, PMI has come up with a number of new certifications which are fast taking root beside the already popular PMP (Project Management Professional) certification for experienced project managers and CAPM (Certified Associate Project Management) certification for Entry level project associates. Please note that the figures I will be quoting would be based on the PMI certification registry (<https://certification.pmi.org/registry.aspx>) only showing those who either appeared in their certification exam from Pakistan or currently registered with PMI at a Pakistani address. Those who qualified from outside of Pakistan or changed their address after they qualified may not appear in my calculations. PMI Registry shows all current certified professionals with a Pakistani address and the list may have some foreigners also. Similarly many professionals with Pakistani origin who have a non-Pakistani address may not appear in this list. Such Non-Resident Pakistani certified professionals, for PMP alone, total up to 3,000 in addition to those from Pakistan. This status is taken on June 25, 2011 and is updated to the best of my knowledge. Any omissions or errors are unintentional and regretted.

CAPM

CAPM is a certification designed for fresh professionals just entering into the profession with no or little project management experience. Anybody with at least 1.5 years' experience can directly sit in CAPM exam, or if you are fresh out of school, you can attend 23 hours of PM training and sit in the exam. Interestingly, PMI has reduced the CAPM eligibility requirement for education to just high school certificate. Those who do not fulfill eligibility

requirements for PMP exam, and feel positively about the benefits of PMI certification, must go for CAPM certification. It is good for only 3 years and cannot be renewed. You either re-appear in CAPM exam or, if eligible, sit the PMP exam. Core material is PMBOK Guide, 4th Edition but exam is simpler for CAPM exam - just 150 multiple choice questions (MCQs) in 3 hours. Exam fee is US\$225 for PMI members and US\$300 for non-members. CAPM has a much lower rate of popularity as compared to PMP, as we have as low as 19 CAPMs to date from Pakistan compared with 13,696 worldwide.

PMP®

PMP is the most popular certification and against a membership of 349,524, PMI has as much as 430,496 PMPs worldwide. In Pakistan we already have 898 certified PMPs. The number of Pakistanis living outside Pakistan and having a PMP certification is around 3,000. The reason why PMI current membership is much lower than the PMP certified professionals worldwide is because many PMPs never get PMI membership in the first place and some do not renew their membership, but they still remain PMPs until they do not renew their PMP status. PMP has a little stringent requirement - you have to be a graduate, must have at least 3 years of project management experience clearly able to prove minimum 4,500 hours of PM work, and must have attained 35 contact hours of PM training aligned with PMI standards. Exam fee is US\$405 for PMI members and US\$555 for non-members and exam is 4 hours long with 200 MCQs. Though PMBOK Guide is the core material, reading it alone is not enough, nor is it a guarantee to pass if you study only one study guide like that of Rita

Mulcahy. All claims of preparing in 3 to 5 days alone are false as it needs deliberate preparation of 2 to 3 months for even a seasoned professional to pass this exam. There is no pass percentage declared so the day you take the exam, it might have risen to as high as 90-95%, depending upon the number of individuals attempting PMP exam that specific day. Exam is of 4 hours with 200 MCQs, which are mostly scenario-based and cramming alone would not serve to help you pass. You must target for 85% to ensure that you pass the exam.

PMI-RMP®

Risk management has always been considered an integral part of Project Management and was included as one of the 9 knowledge areas right from the first publication of PMBOK Guide. Recently, the global project management community started realizing more advantages of risk management as more and more authors, experts and researchers have added their input to the already available knowledge base. Resultantly PMI has come up with a separate "Practice Standard for Project Risk Management" and a certification by the name of PMI-RMP® (Risk Management Professional), which is considered even more prestigious than PMP® certification. It requires 3,000 hours of experience from graduates and 5,500 hours from under-graduates in last 5 years, and 40 / 30 contact hours of relevant training respectively. The fee is US\$520 for members and US\$670 for non-members and the exam consists of 170 MCQs in 3.5 hours. There are over 786 certified individuals worldwide in PMI-RMP® and only 3 of them are from Pakistan. The very first person from Pakistan to qualify as PMI-RMP was Mr. Kamil Hassan from Lahore, later followed by Mr. Shahid Kadir Dakhan from Islamabad and, finally, myself.

PMI-SP

Similar to PMI-RMP, another equivalent certification from PMI is PMI-SP targeted for Scheduling

Professionals, for which, again PMI has come up with "Practice Standard for Project Scheduling". It seems that the project management of coming days would see a well-organized team working with the project manager. PMI-RMP and PMI-SP would be the specialist fields and PM would have to consult them to develop a comprehensive Project Management Plan. These roles will not only share the load of PM but will provide specialized skills, expertise, tools and techniques to handle and manage projects effectively. PMI-SP certification requires 3,500 hours of experience from graduates and 5,000 hours from under-graduates in last 5 years, and 40 / 30 contact hours of relevant training respectively. The fee is US\$520 for members and US\$670 for non-members and the exam consists of 170 MCQs in 3.5 hours. Three out of the 463 certified PMI-SPs worldwide are from Pakistan. Mr. Kashif H. Farooqui from Karachi took the lead, followed by Mr. Shahbaz Kadir Dakhan from Islamabad and myself.

PgMP

It is pertinent to mention the certification which is the father of all and is the most sought-after and most difficult certification in the world i.e. Program Management Professional (PgMP). The applicant does not only have to go through the exam but, before that, goes through a stringent application acceptance procedure approved by a board, followed by 360 degree evaluation by at least 12 persons known to the applicant as bosses, peers, and subordinates. So far, there are only two Pakistanis who have qualified to be PgMPs out of a global list of 561 PgMPs. I took the lead back in 2010 closely followed by Mr. Muhammad Ehsan Khan from Karachi.

PMI-ACP

Another certification, currently in beta testing and soon to be released, is PMI-ACP (Agile Certified Professional). This certification applies to under-graduates or high school diploma or certificate

Contd. on page 16

REFLECTIONS

The Cranky Parking Attendant

By Margaret Meloni, MBA, PMP



Once a week I park in a parking garage at a location in Los Angeles. The parking attendant on duty has always been the same person. Last night, the parking attendant made me laugh. It was one of those laughs that just comes right out. You don't know you are going to laugh, you don't think about it – it just happens.

I am fairly certain that he was not trying to make me laugh. You see, each week when I come in he is very cranky. He has no interest in exchanging greetings and small talk. Smiling is not his thing. (At least not that I have observed.) I know that he can talk because one week as I walked to the elevator he called out, "The elevator is broken, take the stairs." But the next week when I asked, "Is the elevator working?" He did not respond. (I did try the elevator and it was working.)

So how did this person cause me to laugh? Last night after I paid him, he turned and walked away. Now, sometimes he places a receipt on my car and sometimes he does not. So I was not sure if our transaction had completed. I asked, "Are we good then?" He turned and looked at me and using his hands to motion me away said, "Just go park your car."

For some reason, this caused me to laugh out loud. I did not mean it as a spiteful laugh at him. I do not even know why it struck me as funny. It was pretty rude. I think it was so over the top, that laughter was my gut reaction, 'go to' response.

I am not advocating laughing at people. This was truly not my intent. I do not know what goes on in this man's life. He could be sick or in a difficult situation or has recently lost someone he loves. I may remind him of someone who makes him unhappy.

What I do advocate is this: Don't take things personally. Other people's behavior is rarely about you.

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

Contd. from page 15

holders with at least 2,000 hours of project management experience in last 5 years and at least 1,500 agile experience in last 2 years, plus 21 hours of agile training. Exam fee is US\$435 for PMI members and US\$ 495 for non-members and the exam consists of 120 MCQs in 3 hours. Anyone registering for the exam during beta testing period before Nov 1, 2011, will get a partial refund on declaration of success in the exam.

About the Author

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.



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HIGHLIGHTS

Monthly Seminars



PMP Prep Workshops



Presentation at the Civil Society Resource Center (CSRC)



HIGHLIGHTS



New Members of Karachi Chapter

ID	Full Name	Company	Joining Date
1088034	Mr. Asim Farooq, PMP	e-Access (Pvt.) Ltd.	20-Jun-2011
1818668	Mr. Imran Saeed Khan	The DAWN Media Group	15-Jun-2011
1701315	Mr. Syed Ahmad Mursil	Precept Global Access	11-Jun-2011
2066160	Mr. Ausaf Ahmad	Al-Ghazi Tractors Ltd.	06-Jun-2011
2097620	Mr. Muhammad Adeel Siddiqui	Al Jaber Engineering WLL	05-Jun-2011
1788616	Mr. Ali Ahmed Thawerani, PMP	TPS Pakistan	31-May-2011
701147	Mr. Abdul Imran	MATRIX System	30-May-2011
1839421	Mr. Yasir Baig	Hospital Supply Corporation	24-May-2011
2094634	Mr. Farasat Rauf Siddiqui	WorleyParsons	23-May-2011
2052414	Mr. Arsalan Khan	Unilever Pakistan Limited	23-May-2011
1531636	Mr. Syed Azfar Yazdani, PMP	Pakistan State Oil Company Limited	23-May-2011
1774492	Mr. Jehangeer Alam	Safety Net Security	20-May-2011
1103745	Mr. Iftikhar Ahmed	Jahangir Siddiqui Investments Limited	16-May-2011
2018434	Mr. Adnan Ali Khan, P.E., PMP	PlanMan, Karachi, Pakistan	12-May-2011
1802068	Mr. Furrukh Abbas, PMP	ZTE	11-May-2011
2080983	Mr. Khan Muhammad Tunio	PCU BBSYDP	05-May-2011
1122971	Mr. Kashif Gul Kazi, PMP	360Training	04-May-2011
2079005	Mr. Amir Riaz Ahmed	Al Baraka Bank Pakistan Limited	03-May-2011
1862001	Mr. Sheikh Muhammad Abid	Data Steel Pipe Industries Pvt Ltd	03-May-2011
2056297	Mr. Muhammad Umair Sultan	National Bank of Pakistan	02-May-2011
1428879	Ms. Phool Kanwal, PMP	Sindh Board of Investment	30-Apr-2011
1392797	Mr. Khawar Ameen, PMP	New Jubilee Life insurance Ltd	29-Apr-2011
2075510	Mr. Humayun Qureshi	IT Consultant at Youngs Food Pvt Ltd	28-Apr-2011
2075153	Mr. Saif Rahman Choudhri	eWorld (Pvt) Limited	28-Apr-2011
1347281	Mr. Omar Bin Said, PMP		28-Apr-2011
2066624	Mr. Akber Ahmed	New Horizon	21-Apr-2011
1574208	Mr. Adnan Syed Muhammad Haidry, PMP	Mobilink BCD (Orascom Telecom)	21-Apr-2011
2056685	Mr. Muhammad Noman Ahsan	Siemens Pakistan Engineering Company Ltd.	13-Apr-2011
1485267	Mr. Shahbaz Ahmer	KCompute (Pvt) Ltd.	11-Apr-2011
297149	Mr. Imran A Faruqi	Pragmatic Solutions and Integrators	04-Apr-2011



Congratulations New PMPs of Karachi Chapter

PMI ID	Full Name	Company	PMP Date
1122971	Mr. Kashif Gul Kazi	360Training	21-Jun-2011
1191641	Mr. Amir Mahmood	Zebra Enterprise Solutions	09-Jun-2011
2015075	Mr. Muhammad A.Q. Khan	Pak-Arab Refinery Ltd. - PARCO	31-May-2011
1870947	Mr. Faysal Ahmed Ghauri	Barclays Bank PLC, Pakistan	26-May-2011
1835038	Mr. Muhammad Tahir Siddiqui	Sidat Hyder Mroshed Associates Pvt. Ltd.	28-Apr-2011
2018434	Mr. Adnan Ali Khan, P.E.	PlanMan, Karachi, Pakistan	14-Apr-2011
1574208	Mr. Adnan Syed Muhammad Haidry	Mobilink BCD (Orascom Telecom)	04-Apr-2011

PMI KPC Monthly Seminars

Session #	Date	Seminar Title	Speaker
78	June 7, 2011	Utilizing Prince2 to Complement PMBOK for Effective PM	Aamir Thanawala, PMP
77	May 10, 2011	The Road to Business Intelligence Implementation Success	Mohammed Rafi Khan, PMP
76	April 5, 2011	Business Intelligence - Connecting Strategy to Execution	Mohammed Rafi Khan, PMP

Words of Wisdom

"Most success depends on colleagues, on the team. People at the top have large egos, but you must never say 'I': it's always 'we.'"
(Frank Lamp)l)

"Whatever we do must be in accord with human nature. We cannot drive people; we must direct their development... the general policy of the past has been to drive; but the era of force must give way to the era of knowledge, and the policy of the future will be to teach and lead, to the advantage of all concerned." (Henry L. Gantt)

"Of all the things I've done, the most vital is coordinating the talents of those who work for us and pointing them towards a certain goal." (Walt Disney)

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