

On Next Pages



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JAN 2011 NEW YEAR ISSUE

PMI KPC Post-Flood Initiative	02
PMI-KPC Professional Awards	03
Hidden Frontiers	05
Managing Project Success	07
Are You a Superhero?	09
PMI News	10
PMI KPC Activities	11

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From Editor's Desk



Dear Readers

Happy New Year!

We are back with the annual issue of our newsletter. The beginning of new year is a good time for all of us to reflect back on our efforts. I am happy to share that we have successfully created linkages with other chapters within the region to provide a wider collection of project management related articles to our readers. We have also received contributions from project management practitioners from within Pakistan.

In 2011, we hope to follow our quarterly schedule despite the challenges we face in terms of availability of necessary resources.

I would especially like to thank *you* - our readers - for your continued support of our efforts. Your feedback and encouragement keeps us motivated to further improve our newsletter.

We wish you a blessed and peaceful year ahead!

Happy Reading!

Pakistan Post-Flood Initiatives PMI KPC Acts!

See page 2

PMI Karachi Pakistan Chapter Helps Coordinate Flood Relief Efforts in Pakistan

The recent floods in Pakistan have affected over 17 million people to date, making it one of the largest natural disasters of our time. A number of national and international agencies and organizations have responded to this disaster by engaging in the ongoing relief, rehabilitation and reconstruction efforts. Current relief agencies include the Government, the Military, International Agencies, as well as Local NGOs and Civil Society Organizations (CSOs). Coordination amongst these groups is a critical requirement in order to deliver effective aid and timely relief. Such coordination requires concrete **project & program management skills** combined with **real disaster management experience**.

To address this need, PMI Karachi Pakistan Chapter (PMI-KPC) spearheaded a collaborative partnership to raise awareness about the importance of project management in post-disaster projects. The project was initiated in Aug 2010 under the leadership of Mr. SM Mumtaz Ahmad, PMP - the current President of PMI-KPC and a graduate of the PMI LIMC 2009 Group 2. A core group was formed at the PMI Karachi Chapter consisting of Ms. Shahida Saleem, PMP (Director Special Projects at PMI-KPC) and Ms. Zahara Khan, PMP (Director Newsletter & Publications at PMI-KPC and a participant of the PMI LIMC 2011 Group 2). The core team was later on extended to include representatives from the PMI Islamabad & Lahore chapters. The core team was also supported by a chapter team consisting of Mr. Muhammad Munaf, PMP (VP Finance at PMI-KPC and a participant of the PMI LIMC 2011 Group 2) and Mr. Jawaid Akhtar (Director at Large at PMI-KPC).

The partnership consisted of organizations from 3 continents. These included the PMI Pakistan Chapters, the Federation of Pakistan Chambers of Commerce & Industry (FPCCI), PMI Educational Foundation (PMIEF), and Project Aid Australia.

As part of this initiative, PMI-KPC organized a first-of-its-kind Master Trainer Workshop on **Project Management Skills for Post-Disaster Management**. The workshop aimed to build capacity of the local leaders who could then inculcate a project management approach in their respective organizations, interact with key decision-makers, and impact the long-term planning for rehabilitation and reconstruction work in Pakistan in the post-flood scenario.

The master trainer workshop in Karachi received an overwhelming response and was attended by senior executives from 20 organizations. Trainers from Australia especially came to Pakistan to conduct this workshop. The event was highlighted in major national newspapers. The workshop was further followed by several **working group sessions** aimed at creating an **"inter-organizational action plan"** to increase the collaboration and effective utilization of scarce resources. A second workshop was conducted in Lahore for the project managers having PMP certification.

Both the workshops were based on **PMI's Project Management Methodology for Post-Disaster Reconstruction (PMMPDR)** and Project Management for the Development Sector.



Call for Nominations: PMI-KPC Professional Awards

By Fawzia Salahuddin, PMP

“Project of the Year” Award

The PMI-KPC “Project of the Year” Award recognizes, honors, publicizes, and celebrates the accomplishments of the Project Team for superior performance and execution of exemplary project management. Nominations should be submitted by April 1, 2011. The winner will be announced in May 2011. The decision of the panel of judges will be binding, irrevocable and final. PMI KPC reserves the right to not select a recipient for a particular year if the evaluations performed indicate that the nomination did not meet the stated criteria.

Eligibility

Any project with some or all team members located in Pakistan, coordinated by a Pakistani based company, or completed within Pakistan that is perceived as having applied project management principles and techniques is eligible to submit, provided:

- ✎ The project has an approved scope, schedule, and budget.
- ✎ The project is essentially complete at the time of nomination and has been accepted as complete by the client / owner prior to nomination.
- ✎ The project may be from the private or public sector. PMI affiliation is not necessary.

General Criteria

- ✎ Met or exceeded client / owner’s needs as evidenced by a letter from the client / owner
- ✎ Met or improved on budget and schedule performance when compared with original established budget and schedule goals
- ✎ Demonstrated originality and uniqueness of applied project management techniques, including innovative application of practices / methods
- ✎ Exhibited technical aspects and advancement of the project management profession through effective application of the nine PMBOK Knowledge Areas
- ✎ Demonstrated complexity of the project and unusual conditions, issues, and barriers requiring special management, team action and performance

For further information and nomination package, send an email to awardscoordinator@pmikarachi.org

“Community Advancement through Project Management” Award

The PMI-KPC “Project of the Year” Award recognizes, honors, publicizes, and celebrates the accomplishments of the Project Team involved in improving the well-being of a community by completing a project or multiple projects by applying project management principles to deliver goods and services. Nominations should be submitted by April 1, 2011. The winner will be announced in May 2011. The decision of the panel of judges will be binding, irrevocable and final.

PMI KPC reserves the right to not select a recipient for a particular year if the evaluations performed indicate that the nomination did not meet the stated criteria.

Eligibility

Any project with some or all team members located in Pakistan, coordinated by a Pakistan-based company, or completed within Pakistan that is perceived as having applied project management principles and techniques is eligible to submit, provided:

- ✎ The project is essentially complete at the time of nomination and has been accepted as complete by the client / owner prior to nomination.
- ✎ The project may be from the private or public sector. PMI affiliation is not necessary.

General Criteria

- ✎ The application of project management principles resulted in a measurable improvement in the social well being of a particular community. Documentation must be provided to show evidence of how the principles were applied.
- ✎ The project had a positive impact on the quality of life within the community.
- ✎ The contribution or performance made a significant and lasting contribution to the well being of the community.

For further information and nomination package, send an email to awardscoordinator@pmikarachi.org

PMP Exam Prep Aid

1. In crashing the schedule, you would focus on:

- a. Accelerating as many tasks as possible
- b. Accelerating just the non-critical tasks
- c. Accelerating the performance of tasks on the critical path
- d. Accelerating the milestones

2. Group brainstorming encourages all of the following except:

- a. Team building
- b. Analysis of alternatives
- c. Convergent thinking
- d. Uninhibited verbalization

3. Which of the following choices indicates that a project has a burn rate of 1.2? (Hint: Burn rate is the same as the Cost Performance Index)

- a. The PV is 100 and the EV is 120.
- b. The AC is 100 and the EV is 120.
- c. The AC is 120 and the EV is 100.
- d. The EV is 100 and the PV is 120.

4. During project execution, a project team member comes to the project manager to tell her that, based on what he sees of the project, the project cannot meet the quality standards set for the project. The project manager meets with all the relevant parties to analyze the situation. Which step of the quality management process is the project manager in?

- a. Perform Quality Control
- b. Perform Quality Planning
- c. Perform Quality Analysis
- d. Perform Quality Assurance

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

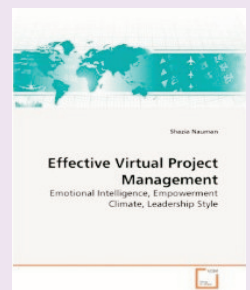
- a. Invitation for bid (IFB)
- b. Request for proposal (RFP)
- c. Purchase order
- d. Request for quotation (RFQ)

Answers on Page 6

Featured Book

Effective Virtual Project Management: Emotional Intelligence, Empowerment Climate, Leadership Style

Author: Dr. Shazia Nauman
ISBN-13: 978-3639274349



Increasing globalization of organizations and proliferation of new technologies have made multi-cultural virtual project teams not only a reality but important also. Virtual project team members rarely meet face-to-face and thus deal with challenges. Dr. Shazia Nauman's book is based on her research on these challenges faced by virtual project team members. Her research also focuses on the decisive role Emotional Intelligence plays in the performance of managers even in virtual project management. The book also discusses relationship of Social Intelligence and Empowerment Climate with Leadership Style in partly and truly global virtual projects. The findings shared in this book would help the virtual project management and human resource management professionals enhance the effectiveness of projects with varying degree of virtuality.

About the Author

Dr. Shazia Nauman has been associated with the field of Management Sciences since 1994. She holds an MBA (with majors in Finance) from Punjab University, and an MS in Engineering Management from Center for Advanced Studies in Engineering (CASE), Islamabad Pakistan. Dr. Shazia has been awarded a Ph.D. degree from CASE, Islamabad, Pakistan.

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

THE HIDDEN FRONTIERS

Do Government Organizations Ever Mature?

By Suhail Iqbal, PgMP, PMP



The running of public sector organizations, compared to private sector organizations, seems to have a marked difference. Where private sector has a keen interest in control of resources and increase of efficiency, thus trying to optimize profits, public sector takes the resources often as granted thereby losing the efficiency and the emphasis on profitability. That is why government organizations are usually over-staffed compared to the same job being done by a private sector organization, without producing desired results.

This can be further highlighted by the fact that a private organization would have a certain definite strategy which is usually understood and followed by all stakeholders as they have mutual interest in meeting the strategic goals. These are the stakeholders who have stakes involved with the functions that organization undertakes. Conversely, government organizations depict a completely different behavior. The strategy is usually very loose or for cosmetic purposes only, and actions and objectives do not have anything in common. The actual goals being met are usually short-term and have no harmony with the strategic objectives of the organization.

The very first problem here is the confused identity of *project sponsor*. The head of the organization does not usually take the full ownership of the projects run under their control. The members of executive committee also have similar attitude. This behavior is also observed in very large private sector organizations where the functions tend to become more bureaucratic; however, in private sector there is a broad awareness of getting back on track as soon as such trends start showing up on the stocks. That is the reason various *organizational maturity models* are being adopted and processes are being re-engineered accordingly by a number of private sector organizations. This kind of awareness is largely missing in government sector. Though some of the public sector organizations are trying to set standards of organizational maturity themselves, generally most government organizations, especially in third world countries, lack this awareness.

A responsible organization would always have a very clear strategy and set practical and achievable objectives. This would ensure that all the strategic objectives are being actually met by the processes in practice. All the changes in the processes, due to internal and/or external factors, must actually be in line with the strategic objectives of the organization, thus resulting in initiation of only the most feasible projects. Projects are not optional activities but are necessary to bring the organizational processes back on track to meet the

strategic objectives in the most befitting and efficient manner. Therefore, projects may rightly be seen as catalysts for change. So we can say that an organization not interested in projects has all its doors closed for any major change and thus has an outdated or stagnant strategy. Strategy is dynamic and is closely linked with the process of change and so are the projects, being the catalyst of change.

With this overview, we can apply this sequence of thought to government organizations and would be astonished to find that the importance of strategy, change, processes and projects is not properly understood by the government organizations. A loose strategy, where strategic objectives have no link with short-term goals of various departments, speaks of a poorly defined system. This is usually not the problem because the initial design of government organizations is usually prepared appropriately. If this is not the case, *Business Process Re-engineering* (BPR) can be employed to correct the problem. The initial structure and processes are actually based on some strategic objectives which were conceived at the time of forming that government organization. As an organization starts functioning, the systems start eroding and processes start becoming outdated. Government organizations tend to stick to their initial strategy and *Standard Operating Procedures* (SOPs). They do not understand that strategy is not a static thing and needs constant change. The decision makers at executive level must consistently get the feedback from the system and keep evolving the strategy. Some changes can be brought through simple decisions but mostly they require a well-planned project.

As an organization evolves, manages change appropriately and keeps its strategy up-to-date, it starts attaining maturity. Any new lessons learnt must become the way of life for the organization and thus be a part of the strategy and SOPs. Government organizations do learn lessons but tend to take short-term actions, which is more like fire-fighting. They need to learn to be proactive if the effect of change is to be visible. Strategy of the organization must evolve to show this change effect.

Usually, an organization with a large number of projects is considered to be a project-aware organization, and it is taken as granted that all these projects are in harmony with the strategy of the organization. What if that is not the case and the projects are being introduced just to show a lot of activity? This is actually observed in Government

Organizations with a lot of projects that are either politically motivated or initiated just to look busy without producing concrete results. A private organization would never dream of doing that because they are concerned about their resources, costs and profits. Why should a commercial organization initiate a project which is actually destined to achieve nothing at the end of the day?

How can we determine the maturity level of an organization? How much maturity is required for an organization? Is there any limit to maturity or is it a never-ending process? These are the questions which can be applied to public as well as private sector organizations. Some of the questions are open-ended and none of the maturity models in vogue are able to answer them. It is a common understanding that an organization has to mature and must always remain on the path to maturity. If that be the case, are our government organizations on the path towards maturity or still fighting the battle to defend old SOPs and conserve old practices? This can be seen by observing the evolution in their strategy. If they are following the same strategy that was developed at the time of establishment of the organization, they probably have never matured, never learnt any lessons from their organizational life and have a very low organizational IQ. This brings us to another interesting point that measuring the maturity level of any organization is probably only measuring the *organizational IQ* and we are not yet being proactive but only reactive. To proactively and aggressively prod an organization would only be possible when we are able to devise a measure for the organizational *Emotional Quotient* (EQ). Continuous improvement, which is the hallmark of any maturity model as well as quality thinking, is actually where an organization starts self-evolving, a very superior level of intelligence which is emotionally directed. This is where the organizational behavior comes into action. So, would it not be fair to

say that if we can actually affect the organizational behavior, that would get us to improve the organizational EQ and that would be the time when you would actually call an organization really mature. Now it is very easy to understand that there will be a limit to such continuously improving organizational behavior. With maturity, an organization will be more stable and will probably attain its elder ages. We need to link this state with the age of an organization and must find a *peak point* beyond which an organization can no more age. This will depend on the type of organization, its size, its strategic objectives and its stakeholder expectations.

Let us take a hypothetical example of a small public sector organization which has limited strategic objectives. It was established to provide quality of life to a limited population of 5,000 people. Assuming the population is not increasing, organization is constantly revising its strategy to introduce new ways of improving quality of life by introducing new projects, all stakeholders are amply happy, all customer needs are being met, organization is supposedly very mature by continuously improving and thus reaches the *saturation point*. This is when expectation of all stakeholders have been met and no more changes will ever be required, thus no more new projects and no more changes. If such a stage is achieved, can we say the organization has reached its maturity and cannot mature anymore? Probably that is the time when we see no use for this public sector organization as the function they were performing can even be outsourced as all practices have already been perfected. We may abolish this organization or merge it into some other organization with a new set of strategic objectives.

Correction

An editorial mistake was made in the profile of Mr. Asad Ullah Chaudhry, published in the Jul-Dec 2009 issue of the PMI KPC Newsletter. The text stating that "*Asad is currently heading the PMO of National Bank Core Banking Program*" should be read as "*Asad worked with Fidelity Information Services as a PMO Head*".

We regret this unintentional error and apologize to the concerned parties for any inconvenience or confusion caused by this mistake.

- The Editor

PMP Exam Prep Aid (Answers)

From Page 4

1. C
2. C
3. B
4. D
5. A

PM Vocabulary

Crashing - Taking action to decrease the total project duration by analyzing a number of alternatives to determine how to get the maximum duration compression for the least cost.

Featured BOD Member



Muhammad Irfan Ali, PMP
Director Membership, PMI KPC

Mr. Muhammad Irfan Ali is the Vice President of Information Technology at Pak Qatar Takaful Group. His extensive knowledge makes him stand out from amongst the crowd. Irfan is the first Pakistani to pass the Certified Service Oriented Enterprise Professional (CSOEP). He is one of the very few certified IT Service Management Professionals. He has a 15-year experience of Project Management, Infrastructure Management, System & Network Operations and Support, and has worked on IT projects in Manufacturing and Financial industries.

Irfan is a Project Management Professional (PMP) with an MS in Computer Science. He is also Microsoft Certified System Engineer (MCSE), IBM Certified Specialist, and ITIL Certified - ITSM Foundation.

Irfan has been associated with PMI-KPC since 2008.

Managing Project Success

By Saif R. Malik, PMP



Measuring projects success is a very interesting discussion. When we look at the project management books we find that the only measure of success is the **Triple Constraint**; which states that a project is only successful if it is delivered in full scope, time and cost, a day or dollar more makes it unsuccessful. Authors see it as a binary thing – a project is either successful or unsuccessful, but I feel a project's result should also be evaluated on other qualitative measures.

According to a survey by Accenture on IT projects, only 29% of projects are considered successful. The average cost overrun is 56%; the typical delay is 84%. My question is whether the 71% IT projects, or any projects that cross their benchmark in baselines, failures? In my opinion, if a project has taken more days it is right to say that it is not 100% successful but if it delivers some value to the company it cannot be marked as 100% failure. A global consumer goods company is expecting its global ERP rollout project to finish at €400m instead of €362m with no change in scope; however, the management still feels the project will be successful because it will deliver the perceived value they desire.

In measuring project success, the first reference should be the Triple Constraints; i.e. a project is successful if it is completed within its planned scope, time and cost. This is the most definitive kind of success, and if this is met all the other factors will be fulfilled automatically. But what should be the judgement criteria if one or more factors of the Triple Constraints are not met.

I propose a set of measures to be considered while deciding whether a project is successful or not.

The Objective Accomplished

Every project manager knows that a project is undertaken to achieve a business objective; it

can be an ambition to increase market share, address a visible opportunity, reduce operational cost, etc. At times meeting this objective is more important for the company than meeting cost and schedule baselines. The objective of most projects is derived directly from company's strategy which means successful project completion contributes directly to company's success in both short and long term.

Considering the importance of project objective, I suggest that a project be pronounced successful judging based on the degree to which the objective is achieved. The judgement should consider the holistic picture; a product launch project will not be successful when the company builds capability to manufacture that product, but when the product is delivered in the market for consumers. That is, when the product starts selling and the company sees increased revenues and/or market share.

The proposed measure refers to the degree to which the project objective is met. This can be subjective but a project can be 85% percent successful based on this measure. Also note that a project can have multiple secondary objectives but only one *primary objective*. If you come across a project with two primary objectives, you are actually dealing with two separate projects. This objective would always be a business motive and also SMART. Some examples could be:

- Reduce the cost of delivery of product X by 15%
- Increase market share in luxury cars category by 3% by launching product Z

According to basic project management principle, the objective is provided in the Project Charter, and comes directly from the sponsor. I would stress the importance of having a SMART, documented and signed-off charter from the

sponsor. Otherwise, the project manager will face challenges proving that the project was successful.

What should a project manager do if the opportunity ceases to exist and the objective is no longer valid? A project manager should ask the sponsor to terminate the project as soon as s/he realises this situation. Terminating the project earlier is better than facing a failure at completion.

Planned vs. Delivered Benefits

The project objective translates into the primary benefits; however, there are some secondary benefits that are also important for the project to achieve. For example, a product launch's primary objective would be '*to increase market share*' but the sponsor company can also be interested in building its manufacturing capability in this product category. In a project like this, outsourcing the product manufacturing operation will not achieve the desired results.

Primary and secondary targeted benefits should be mentioned clearly in the project charter, business case or feasibility documents at an early stage. A project manager should not be held accountable for any undocumented benefits and s/he should not entertain any benefits added at later stages in the project. It is important to identify these benefits as they can serve as important considerations while deciding whether to continue with the project or not. A company might realise that its new product in pipeline might not be successful but the manufacturing capability acquired in this project will be very fruitful in the future. Based on this, the sponsor may decide not to terminate the project. A project manager should not give too low importance to these benefits as achieving them can be very helpful during his/her evaluation if the primary objective is not fully achieved.

Some benefits can be implicit i.e. not specified but extremely important to achieve. For example, the project charter of a building construction will not explicitly state that the new building should not have a difficult Return

on Investment (ROI). Identifying and meeting these benefits is also very important.

The Benefits Realised

I have seen many IT projects delivered in full but not used in operations. It is very frequent to see such examples in IT projects, where a complete software application was developed and tested but was not operational due to various reasons. In such projects, the benefits are not realized and no value is delivered to the customer; the net result being only wastage of investment and efforts. In a situation like this, it might not always be a project manager's fault; a software application might not be operational due to inefficiency or lack of willingness of operational team. One reason for this could be that the project manager has not fully engaged the users during the project and the output deviates from what was required by the team. The project manager should try his/her best to remove all such obstacles that can become *show-stoppers*. This can be done through trainings, clarity or awareness session or even by pushing things through the sponsor.

Customer Satisfaction

Some people might think that customer satisfaction should be the first measure for project success. Others may not consider it a separate measure as customer satisfaction is only about fulfilling planned scope. What I am proposing is more related to *customer sentiments* i.e. how the customers and all stakeholders feel about the project once completed. A project manager should develop a sense of accomplishment among customers. They should feel and talk about the good changes the project has brought into their work. This can be achieved through a comprehensive *launch communication plan* for the whole company highlighting positive aspects of the project. The customers should be constantly reminded about the positive impacts as this will eradicate any negativity and fears and raise the customer satisfaction with the project.

Continued on page 11

Featured Personality

Muhammad Ehsan Khan

PgMP, PMP, PhD Student, MCITP & MCTS PM

Mr. Muhammad Ehsan Khan is the 2nd PgMP (Program Management Professional - PMI) from Pakistan.

Ehsan has provided consulting and training services to organizations both in Pakistan and the Middle East. He has established and has been a part of leadership teams that have initiated new IT Ventures such as e-Services (Pvt.) Ltd., Sibisoft Inc., PDSR Technologies FZ LLC.

Ehsan has successfully led consulting assignments at large enterprises such as Thuraya Satellite, Ministry of Economy UAE, Unilever, UAE GHQ, Dubai Development Board, HBL, British Petroleum, and Getz Pharma. He is currently working at UAE GHQ to restructure and improve their IT Operations through implementation of EPM, establishment of PMO and implementation of ITIL.

Ehsan holds a computer science degree and is current pursuing his PhD in *Strategy, Programme and Project Management* from SKEMA Business School France.

Are You a Superhero?

By Margaret Meloni, MBA, PMP



Are you a take charge, save the day, in control kind of person? Are you reliable, focused and straightforward? Are you determined to get the job done no matter what it takes?

"Alright" you say; "If that makes me a superhero then sign me up."

Do you always absolutely need to be in control? Are you so focused that all you can see is just getting it done? Are you very blunt and direct when you communicate? Are you absolutely certain that there is one right way to complete a task and that way is your way?

It may be that you suffer from **superhero syndrome**. Sorry, that is right, syndrome. This means that you are smart, reliable, focused and incredibly good at seeing goals through to completion. But you are not, I repeat, you are not a superhero. You are a highly valued part of the team. You may be the leader, but you are still part of a team.

A good leader is not a superhero. Superheroes rarely cooperate with anyone because they are...well, super! They don't need anyone but themselves to get the job done, but you do. Your team is there for you and by working together you successfully complete a project. Without your team there would be no success. Your job would also be much harder and more stressful. Why make it any more difficult by not using your team's full capabilities?

If you communicate very directly with no regard for the feelings of others, you are not going to have an ideal team. You will have a collection of people working *for* you but not *with* you. For instance, if a team member shows up late one morning and you admonish him for it, you might think you have prevented future tardiness. But by not taking the time to listen to why he was late, you have fostered resentment in that person and damaged your business relationship. Taking the time to be diplomatic and really listen to your employees always pays off in loyalty and respect.

Try not to act like a tank and roll right over your team members. Because you are so focused, you may appear overly aggressive. Some may find you to be arrogant or even a bully. Is this what you want? If the answer is yes, well congratulations you have met your goal. No one respects or admires arrogance; such a trait inspires fear and disloyalty, the opposite of what a good team leader needs to be successful.

If the answer is no, slow down a bit and think before you act. When you come on strong, others around you may shut down. You may

think that is just their problem. But the problem is you are missing out on other valuable input. Remember that if someone suggests an alternative approach to completing a task, it is not a direct attack on you. The reason you work with a team is to get different views and suggestions, and to take advantage of the creativity of others. If your ideas are the only ones ever implemented, you have probably missed out on many good solutions that would make your own job easier and your projects more successful. You can achieve your goal and build relationships along the way.

If you see yourself in this description of a superhero, do not despair. Set about repairing your business relationships and be honest with your team about your shortcomings. They will respect you for it and work all the harder for you.

If you work with a superhero, here are some pointers to help you harness their superpowers:

- Be prepared when you approach them with questions, communications or other information. Anticipate their reactions and have your own ready.
- Be specific and stick to the facts.
- Be concise, get to the point quickly.
- Be professional and keep your emotions in check. Remember that when a superhero type of person offends, it is rarely intentional.
- Remember to support their need to accomplish a task or goal. If necessary, allow them to have the last word.

Remember, it takes all different types of people to form an effective team.

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

Note

This article was received from PMI Singapore Chapter (<http://pmi.org.sg/>).

PMI Global News

PDU Updated Category Structure Implementation

PMI will start implementation of its new user-friendly PDU Categories from March 1, 2011.

Steps to take BEFORE 1 March 2011

1. Register your earned PDUs in the CCR system under the current PDU categories.
2. After 1 March 2011, credential holders will need to report any earned PDUs that have not been claimed using the new categories.
3. Please note that you will not lose any PDUs during this transition

Overview of changes to the PDU category structure

1. CCR category structure has been simplified, thereby reducing the number of categories from 18 to 6.
2. All categories use the rule that one hour of learning activity is equivalent to one PDU.
3. Categories have been expanded to include Web 2.0 learning opportunities.
4. There will be limits on certain categories to require that all credential holders pursue project management continuing education as part of maintaining their credential

What is not changing in the program

1. The three-year renewal cycle and number of PDUs required to maintain the credential will remain the same.
2. The re-certification fee structure will remain the same

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

PMP Examination to Be Updated in 2011

The PMP® credential examination will be revised in 2011. Project managers pursuing the credential or preparing for the exam in the upcoming year should be aware that approximately 30% of the PMP exam will change. Education and experience eligibility requirements for the PMP credential will not change, however. The new examination is scheduled to be released on 31 August 2011. This means that the last day to take the current PMP exam is 30 August 2011.

Source: *PMIToday Dec 2010 Issue*

PMI Global Congress 2011- EMEA is scheduled for 9-11 May, 2011.

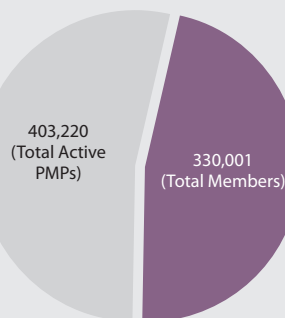
At this three-day event, attendees will gather the know-how and inspiration needed to succeed. Educational sessions and networking opportunities will connect peers to discuss common issues, innovative solutions and best practices as well as learn about the latest trends, tools and techniques from project management experts. Register by 25 April 2011 to take advantage of special early registration rates.

Volunteer for PMI Professional Awards

PMI is assembling panels of global volunteer evaluators for PMI Professional Awards Program to review 2011 award submissions. Volunteering is an excellent way to increase your skills and qualifications. Volunteer evaluators that have completed the submission evaluation process will be able to claim five PDUs under Category Five "C" of the Continuing Certification Requirements (CCR) Program. To serve as an award volunteer evaluator in 2011, visit the PMI Volunteer Site

(<http://www.pmi.org/GetInvolved/Pages/Volunteer-Opportunities.aspx>) and review the Opportunities available.

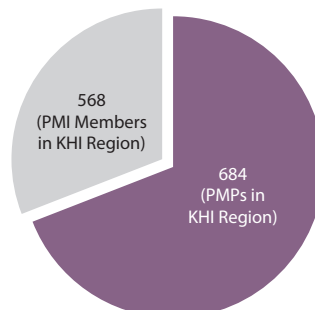
Global Stats As on Oct 31, 2010



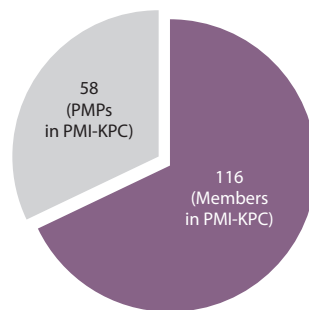
Source: *PMI today*

Karachi Stats As on Oct 31, 2010

Karachi Region Stats



PMI-KPC Stats



PMI Karachi Chapter Activities

Monthly Seminars



PMP Exam Preparation Workshops



Managing Project Success

Continued from Page 8

Experienced project managers know that customers usually try to deviate from the scope making it challenging to manage customer sentiments/satisfaction. Therefore, a project manager should make a conscious effort to raise customer satisfaction with the project.

About the Author

Saif R. Malik, PMP has over 8 years of experience in the field of Information Technology serving different industries including consumer goods, banking and telecommunications, with over 4 years' experience in managing projects and programs. He is currently working as the MIS Manager at Unilever Pakistan Ltd. managing the IT activities of Sales Function and Data Warehousing. He can be reached at saifmalik20@hotmail.com

PMI Welcomes New Members of PMI-KPC

ID	Full Name	Company	Joining Date
1959251	Mr. Nauman Iqbal	Pakistan Petroleum Limited	18-Dec-10
1685942	Mr. Bilal Tasneem	Anjum Asim Shahid Rahman	14-Dec-10
1897232	Mr. Rehan Ahmed Qureshi	Network Solutions	9-Dec-10
898608	Mr. Abdul Aleem	Avanza Solutions (Pvt) Ltd.	9-Dec-10
1964822	Mr. Imran Ali Siddiqui	Pakistan Petroleum Limited	8-Dec-10
1960484	Mr. Muhammad Ali Khan	Pakistan Petroleum Limited	7-Dec-10
1952005	Mr. Bilal Nazir	Pakistan Petroleum Limited	27-Nov-10
1077940	Mr. Javaid M. Ansari	BP Pakistan	4-Nov-10
1942023	Mr. Ali Mohsin	NCR Corporation	1-Nov-10
1929404	Mr. Wiqar Ahmad Khan	ABB	22-Oct-10
1922773	Dr. Waseem Akhtar Memon	GlaxoSmithKline	20-Oct-10
1796569	Mr. M. Saleem Siddiq Memon, P.E.	Fauji Kabirwala Power Complex	7-Oct-10
1838826	Mr. Asif Allauddin, PMP	Shams Software Services	30-Sep-10
1913559	Dr. Kamran Syed Muhammad	GlaxoSmithKline	28-Sep-10
1191641	Mr. Amir Mahmood	Zebra Enterprise Solutions	25-Sep-10
1896056	Mr. Faisal M Khan	GlaxoSmithKline	27-Aug-10

Congratulations New PMPs of Karachi Region

PMI ID	Full Name	Company	PMP Date
1838826	Mr. Asif Allauddin, PMP	Shams Software Services	22-Nov-10
1789269	Mr. Rizwan Uddin, PMP	Sidat Hyder Morshed Associates (Pvt.) Ltd.	1-Nov-10
1677418	Mr. Umair Nazim, PMP	New Hampshire Insurance Company	18-Oct-10
1475563	Mr. Mazhar Ul Hassan Lari, PMP	Tyco Fire & Security Pakistan (Pvt.) Ltd.	7-Oct-10
1559422	Mr. Imran Shamim Ahmed, P.E., PMP	Byco Oil Pakistan Ltd.	4-Oct-10
1849622	Mr. Muhammad Farhan Wali, PMP	PTCL	11-Aug-10

A Prayer for the Stressed

*Help me to always give 100% at work....
 12% on Monday
 23% on Tuesday
 40% on Wednesday
 20% on Thursday
 5% on Fridays
 And help me to remember...
 When I'm having a really bad day,
 and it seems that people are trying to wind me up,
 that it takes 42 muscles to frown, 28 to smile and
 only 4 to extend my arm and smack someone in the mouth!*

Source: <http://www.visitor-tracking.com/pm-jokes.php>

PMI KPC Monthly Seminars

Session #	Date	Seminar Title	Speaker
72	December 7, 2010	Continuous Professional Development Through PMI	Zahara Khan
71	November 2, 2010	Project Management Methodology & Monitoring Using S- Curve	Asghar Ali Syed
70	October 5, 2010	Practical Project Management Lessons from Project Pre-Initiation to Project Closure	M. Haris Zafar
	September 7, 2010	Ramadan – No Seminar	
69	August 10, 2010	How to Earn PDUs	S.M. Mumtaz
68	July 6, 2010	Dimensions of Organization & External Environment	Tufail Ahmed Shaikh
67	June 1, 2010	Managing Stress Through Time Management	Abid M. Anwer

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