



PMI®



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Vision

“To be recognized as the organization of choice by evangelizing Project Management”.

Mission

- Evangelize project Management across industry, academia, community and government.
- Provide a forum for project management professionals to promote the principles and ethical standards of PMI.
- Promote networking among professionals, sharing project experiences and best practices, imparting training and enabling PMI certifications and ultimately enhancing quality of life.
- Provide infrastructural facilities like library, portal & knowledge repositories

On the Cover

Lucy Liu

Manager, Marketing & Communications
Project Management Institute
Beijing, China Representative Office

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Board Members

President **Tejas Sura** - president@pmimumbaichapter.org
VP Finance **Chandrashekhar Joshi** - finance@pmimumbaichapter.org
VP Communications **R V Joshi** - communications@pmimumbaichapter.org
VP Certification Training **Sharad Harale** - certification@pmimumbaichapter.org
VP Branches **Rakesh Gupta** - branches@pmimumbaichapter.org
VP Volunteer Development **Hari Thapiyal** - volunteer@pmimumbaichapter.org
VP PMP Club **Sumantra Sarkar** - pmpclub@pmimumbaichapter.org
VP Publications **Kummar Vaalsalam** - publications@pmimumbaichapter.org
VP Programs **Zubin Kika** - programs@pmimumbaichapter.org
VP Corporate Relations **Madhav Prabhu** - corporate@pmimumbaichapter.org

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from the desk of the **President**



Dear Prakalp Reader,

We set out to learn about the latest trends in Project Management. We came across a paper by Russell D. Archibald on one of the PM websites that identified the following three major PM trends that are observed and that will continue:

1. Linking strategic and project management through project portfolio management practices.
2. Broadening the application of PM to include the total project life cycle, from concept through to full realization of project benefits.
3. Continued discovery of new application areas for the PM discipline.

Some of the above trends have been confirmed by the Value of Project Management Research Study conducted by PMI recently. PMI has released its latest set of standards that would help organizations to benchmark against the same. PMI USA is also involved in the development of the ISO:21500 Project management Standard. Use of standards is crucial to

**Good things happen when you stay involved with PMI and its components!
Take advantage of your opportunities as a member.**

project management professionals and organizations to ensure that a framework of good practices is consistently applied. Developed by global teams of practitioners and experts, the standards address projects, programs, people and organizations in line with the latest trends in PM. We are happy to announce that our Chapter has already updated our PMP Certification Examination Preparation course in line with the 4th edition of the PMBOK®.

Good things happen when you stay involved with PMI and its components! Take advantage of your opportunities as a member. The Mumbai Chapter membership has been growing in the past couple of months and has crossed the 800 mark indicating the satisfaction levels of the membership. In order to provide more value to the membership, the chapter has almost completed the development of the training cum office/library premises at Mumbai with state of the art facilities including planning of web conferencing and web casting facilities. The chapters activities have been ever expanding with 4 monthly meetings at Mumbai, Thane, Ahmedabad & MPSTME Student branch. There are numerous opportunities available for interested members to volunteer in various chapter project activities.

PMI's India office with the support of seven chapters in India is planning the first Convention in India. Mumbai Chapter is involved in the planning of the event that is scheduled to be held in mid November at Hyderabad. Numerous speakers have been identified at the EMEA Leadership Institute Meeting at which Mumbai chapter was the only Indian chapter represented. Also, this is the first time a Board Member of the Mumbai Chapter is participating in PMI's Leadership Institute Master Class. Mumbai Chapter is making every effort to make its presence felt internationally.

With this we hope that you will choose to volunteer for the chapter and enhance your professional & leadership skills that will help you to build an impressive network of peer contacts!

Best Regards,

Tejas V. Sura, PMP, MS (USA), B.E. (Civil)
President & Co-Founder of PMI Mumbai Chapter, INDIA

36 Manoj Udyog,
40/A G. D. Ambekar Marg,
Wadala, Mumbai 400 031, INDIA

Tel.: +91 (22) 2411-4734

Fax: +91 (22) 2411-4734

Mob.: +91 93241-91385

president@pmimumbaichapter.org
www.pmimumbaichapter.org

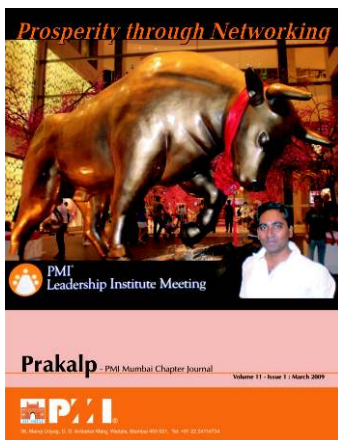
from the desk of the **Chief Editor**

We kind of predicted the bull run 3 months ago and we said "Let's go Bullish" and now in June'09 we can see the rally come true! So when we look back it feels like project management is a lot about the mind power, the power of positive thinking the determination the commitment the drive and the knowledge excellence that comes from PMBOK.



Dear Readers Project Management Professionals,

Remember the theme of March'09 Prakalp ? Let's go bullish with networking? Déjà vu!



We kind of predicted the bull run 3 months ago and we said "Let's go Bullish" and now in June'09 we can see the rally come true! So when we look back it feels like project management is a lot about the mind power, the power of positive thinking the determination the commitment the drive and the knowledge excellence that comes from PMBOK.

This edition focuses on risk management using techniques that are drawn from varied streams and science including NLP. Some risks mitigations techniques

using Ishikawa as a risk identification approach. Goes on to a real life case study of project execution and the challenges faced to bring in lessons learnt and risks perspectives. We also have a detailed report on Chinas economic stimulus plan that reemphasizes the value of project management.

In the NEXT edition we would like to focus on the role of women in project management. There is a specific SIG <http://www.wipmsig.org/> that has details on this initiative. We would strongly encourage women entrepreneurs and business leaders from India to come forwards and enrich PRAKALP with articles that bring this value and the exemplary efforts from women leaders worldwide. Your articles on women achievers in the field of project management, business leadership and women mentors will be received and showcased in the upcoming edition.

We would also like women entrepreneurs and leaders to actively participate in PMI Mumbai Chapter volunteer opportunities. Please send in your nominations to VP Volunteer Development at PMI Mumbai Chapter and be actively associated with PMI the

world leading project management institution. VP Branches has specialized focus for project management student community who can gain by being active members with PMI Mumbai Chapter. Students acquiring MBA and associated management programs are highly encouraged to get involved with our institution and define your career growth path along with inputs from the leaders!

Warm Regards,

Kummar Vaalsalam.

Vice President - Publications. PMI MC.
Chief Editor - PMI MC Magazine
Prakalp.

publications@pmimumbaichapter.org

'Life is not for Project Management'

Article compiled by:

Chetan Koppikar, Participant – NLP Workshop
(Member of PMI, Mumbai Chapter).

Anxiety diminishes and hope appears.

Goals become clearer and mind gets calmer.

Confidence builds up to adjust to the world outside.

Just to think of this! 24 participants keenly involved and not one would move away from the scene of action (so as to avoid missing out on even the smallest points that were being shared). At 7 pm on the 2nd day of any workshop, normally one would get drained out of energy. But here, all were fresh as they started at the beginning of the workshop on the 1st day! The curiosity and inquisitive nature present at the start only increased throughout.

What is that we are talking about?

Can it really happen to us?

Is it some magic? Well, not really. But almost nearly.

Estimation....

Scheduling

Planning

Earned Value

Sounds familiar, right. These are amongst the regular activities in the life of a Project Manager.

Suddenly,

NLP

A different ball-game altogether.

When the session started, it was a mystery. When it ended, it looked magical yet simple.

Throughout, we learnt. Rather, experienced.

What am I referring to? This relates to a 2 full-day workshop called 'NLP Workshop' held in the last weekend of March '09 – 28th and 29th. This was conducted by Mr. Vikas Dikshit, a Mechanical Engineer who had turned to NLP by assimilating information scattered over hundreds of books. His practical insights in using the relevant techniques in our day to day lives were the key factors in conduct of the workshop.

The coverage: NLP and Huna

NLP stands for 'N'euro 'L'inguistic 'P'rogramming.

Programming? Whenever we think of this, we think of the complex logic. The various loops and conditions come to the fore.

Huna? These are the various techniques originating from Hawaii. The literal meaning of this word is 'Secret'. The people of Hawaii believe in oneness and love which they express as 'ALOHA'.

Both have one thing in common. It is the workings of the mind.

We commonly hear that we hardly use a miniscule capacity of our minds. Note here that mind differs significantly from the normal references that we make to the brain. Some say that we use only 5% of our minds. According to some, we use only 0.5 to 1%!

And now for the surprising part. If a person improves the mind capability utilization even from 0.5% to 1%, the effectiveness or the efficiency of this person increases two-fold! Isn't this amazing?

This workshop (on NLP and Hawaiian Huna in Project Management) began with the theories of the mind, and then went on to gradually introduce a number of NLP and Huna techniques. The base was to emphasize on the actual application of these techniques in our day-to-day life, by creating a solid understanding of the theoretical background. We then went on to understand that the workshop would be relevant and useful for application not only in the area of Project Management and our daily work routine, but more so in bettering our day-to-day lives. And all this was based on the simple premise of tapping the enormous potential our mind holds, which we are not even aware of! The aim was to reveal the enormous power of the workings of our mind that is available to all of us just to explore.

What we understand in common parlance is the Conscious mind, which is but a very small portion of our mind that we are aware of and exposed to. However, there is another portion which we term as the Subconscious mind, which we ignore most of the time, or to most of us not even aware of.

The Subconscious mind records everything that is happening around us. This includes even the things that we may not be consciously aware of. Certain things may happen in the background without us even not realizing that they are actually taking place!

Coming to the some of the important aspects that were covered during the course of this workshop, the following need to be specifically mentioned:

1. Eliminating negative beliefs and install positive ones.
2. Motivating ourselves and our team.
3. Using appreciative inquiry as creative motivation & management tool.
4. To reduce stress in self & in the team as a whole.
5. Effective behavior modification techniques.

The entire workshop was carried out with the following approach:

1. Overview of the concepts at each stage
2. Practical techniques to facilitate relaxation, calming the mind and improving self focus
3. Stretch exercises to ease out any laziness (in fact, there wasn't any during the entire duration of the workshop though)
4. Intermittent contributions from participants to clarify own as well the queries encountered by others

Towards the end, there was a consensus that by using NLP & Huna, we may be able and probably need to work less (smarter to be precise).

Moreover, the thought that life is not so much for Project Management – it would be more meaningful if we could rather manage a project of life. Each participant got an opportunity to practice the techniques and confidence in its application, so as to aid in every aspect of one's life. The end

result was developing and utilizing human potential and achieves success for each and every participant attending this novel workshop.

Learning these mind sciences was indeed was a very rewarding experience, even considering the participation from the motivational perspective. This knowledge can be assimilated, utilized and passed over so that other people can get the maximum benefit of the same.

Apart from the various techniques learnt over this workshop, there were a good number of behavioral stimuli inputs that could be applied while interacting with others. The gamut of the usage could be our team, supervisor, family or anyone with whom we need to interact efficiently.

The focus of the workshop was on how we can be better Project Managers. Every person manages a 'project' in any activity that one does. The most important aspect here is the relationship with others which has a dominant impact on the outcome of the project being undertaken. Also, it's the perception and control one has over

himself/herself that ensures the smooth transition of the undertaken activity to its goal.

When we think of the benefits accruing on completion of the workshop, there was a general consensus that we did not become the masters of the mind. But what came out clearly was that we were able to understand the concept of the mind better with the belief that we can become more comfortable in dealing with the external world since there was a reasonable amount of clarity that every cause and effect relationship began within our own mind.

Small things learnt which can be practiced on a day to day basis increased confidence that 'Yes, we too can learn to manage ourselves through our mind which is very much within our control'.

I would really appreciate the PMI Mumbai Chapter to have planned and successfully coordinated this innovative workshop. Special thanks are to Zubin Kika who had taken the pains and the efforts to organize and ensured the success of the workshop for the benefit of the participants.

Effective Implementation of China's Economic Stimulus Plan Highlights Value of Project Management

2009 Governmental Forum on PMI Project Management

“Project management should be integrated into every stage of the government economy stimulus plan, from the strategic level to the execution of specific projects,” said Chen Yongtao, managing director of PMI China.

“Due to the current economic reform, the value of project management has become increasingly visible. PMI has been committed to China for years, collaborating with the government departments and organizations in various industries, assisting the Chinese government and enterprises to improve project management abilities and build up the project management personnel pool in China.”

May 26, 2009 – Beijing, China

Today, the Project Management Institute (PMI) launched the 2009 PMI Project Management Government Forum themed “From Developing Economic Stimulus Plans to Organizational Project Management” in Beijing. The forum focused on the vital role of the Chinese government's project management in successful implementation of the economic stimulus package.

This is a critical year to execute the unprecedented RMB 4 trillion economic stimulus plan of the Chinese government, which was announced in November 2008. The Chinese people and international community have been focused on effective implementation of the stimulus plan's key projects. Attendees of the 2009 PMI Project Management Government Forum addressed various issues related to government project management.

Representatives from the National Development and Reform Commission (NDRC), Ministry of Science and Technology, Ministry of Industry and Information Technology, Ministry of Civil Affairs, Ministry of Housing and Urban-Rural Construction, State Administration of Foreign Experts Affairs(SAFEA), State-owned Assets Supervision and Administration Commission (SASAC), scholars from the Chinese Academy of Social Sciences, Tsinghua University and other academic institutions, as well as representatives and scholars from other countries, were present at the Forum and participated in an in-depth discussion regarding government project management.

“Government project management is especially critical amid our current economic climate and can change the course of the economic future of a nation,” said Steve Fahrenkrog, vice president of PMI. “As the largest project management professional organization in the world, PMI enjoys close collaborations with many national governments in China, U.S. and other international and regional organizations such as the EU. PMI helps them achieve their strategic goals through effective project management.”

According to the participants, government initiatives are often large in scale and complicated in execution. Government departments find it difficult to become aware of every key detail of every project, posing a barrier in effectively implementing and reaching the expected project objectives. Organizational project management - one of the key Forum themes - combines organizational management with comprehensive strategy, ensuring effective project control by

establishing strategic targets while setting up a management system and process.

“Project management should be integrated into every stage of the government economy stimulus plan, from the strategic level to the execution of specific projects,” said Chen Yongtao, managing director of PMI China. “Due to the current economic reform, the value of project management has become increasingly visible. PMI has been committed to China for years, collaborating with the government departments and organizations in various industries, assisting the Chinese government and enterprises to improve project management abilities and build up the project management personnel pool in China.”

Project Management Professional (PMP®) is the only globally transferable accreditation for project managers.

There are more than 600,000 PMI members in 175 countries worldwide. China currently has more than 30,000 PMPs, a number which is expected to increase by 700 percent over the next five years. In China, the greatest demand for PMPs is in the ICT, construction, financial services, public services and aviation industries.

Every year, PMI holds various project management conferences, fora and high-level roundtables worldwide. This forum is the third project management governmental forum held in China in the past four years. PMI is committed to bringing world-leading knowledge and project management practices to China and supports the Chinese government in its effort to develop its own project management.

About Project Management Institute (PMI)

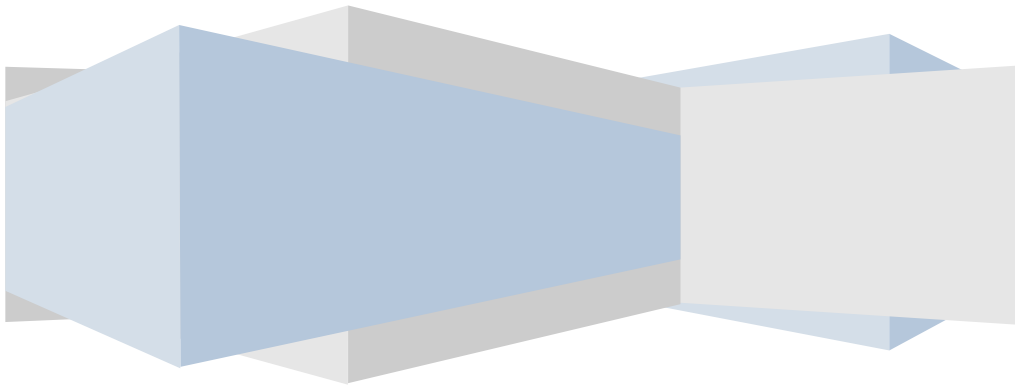
The world's leading project management organization, PMI shares knowledge with nearly 500,000 members and credential holders in 170+ countries. Since its founding 40 years ago, PMI has impacted more than one million practitioners, businesses, governments, students and training organizations. Today, PMI's products and services range from world-class standards for project, program and portfolio management to five professional credentials, including the gold standard Project Management Professional (PMP) ®. PMI's exclusive Global Corporate Council and European Corporate Networking Group engage large multinationals and government organizations in endorsing the value of project management. The only project management association with an established academic research program, PMI has invested more than US\$14 million in support of dozens of research projects since 1997. Learn more at PMI.org.

Participants of the PMP CE Prep Course



Cause and Effect Diagram

A Risk Identification Approach



by

Vikram Bilgikar (Author)

Deloitte Consulting

Chinmay Bhagadia (Co-Author)

JP Morgan Chase India,

Risk Management is the principle of making informed decisions by carefully examining and assessing the factors that may disrupt the flow of software programs. One must carefully adopt and implement risk assessment methods to assure that project will not hit the cost and schedule overrun. Often it is seen that project managers assess the risk from development perspective and are unaware of the risks associated with Software Testing.

This paper explains the concept of “Cause and Effect Diagram”, often called as fishbone diagram (or Ishikawa Diagram) and its tangible benefits.

Introduction

The Ishikawa diagram (or fishbone diagram or also Cause and Effect diagram) is the brainchild of Kaoru Ishikawa, who pioneered quality management processes and in the process became one of the founding fathers of modern management. It was first used in the 1960s, and is considered one of the seven basic tools of quality management, along with the histogram, Pareto chart, check sheet, control chart, flowchart, and scatter diagram.

In today's Information Technology era it is imperative that organization should devise new set of processes to meet the demands of the customers.

Industry Experts have observed that the ever-increasing complexity of software and popularity of Agile Project management technique has burden project managers to search for Innovative approaches for Risk Identification, assessment and risk mitigation techniques, which enable them to achieve Project objectives.

This paper will outline, how Cause and Effect technique will help Project Manager and Test professional to

- Identify the risk early in SDLC phases
- Use Cause and Effect Diagram as a tool for Post project Analysis.

This paper has following sections

- Cause and Effect (CE) Diagram
 - Purpose
 - When to use
 - Benefits
- Developing Cause and Effect (CE) Diagram
- Failure Mode Effective Analysis (FMEA) concept
 - Definition
 - Purpose
 - Structure

Cause and Effect (CE) Diagram – A method for Risk identification

When utilizing a team approach to problem solving, there are often many opinions as to the problem's root cause. One way to capture these different ideas and stimulate the team's brainstorming on root causes is the cause and effect diagram, commonly called a fishbone.

Purpose

- To help teams push beyond symptoms to uncover potential root causes
- To provide structure to the cause identification effort process
- To ensure that a balanced list of ideas have been generated during brainstorming or that major possible causes are not overlooked

When to use Cause and Effect Diagram

- Best used for cause identification once you have a focused definition of the problem
- Can also be used as a cause - prevention tool by brainstorming ways to maintain or prevent future problems
- It is particularly useful in a group setting and for situations in which little quantitative data is available for analysis

Benefits

Developing a Cause and Effect Diagram in a team meeting is a very effective technique. It,

- Helps determine the root causes of a problem or quality characteristic using a structured approach
- Encourages group participation and utilizes group knowledge of the process.
- Uses an orderly, easy-to-read format to represent visually cause-and-effect relationships
- Increases knowledge of the process by helping everyone to learn more about the factors at work and how they are related
- Identifies areas where data should be collected for further study

Developing Cause and Effect (CE) Diagram

When you develop a Cause-and-Effect Diagram, you are constructing a structured, pictorial display of a list of causes organized to show their relationship to a specific effect.

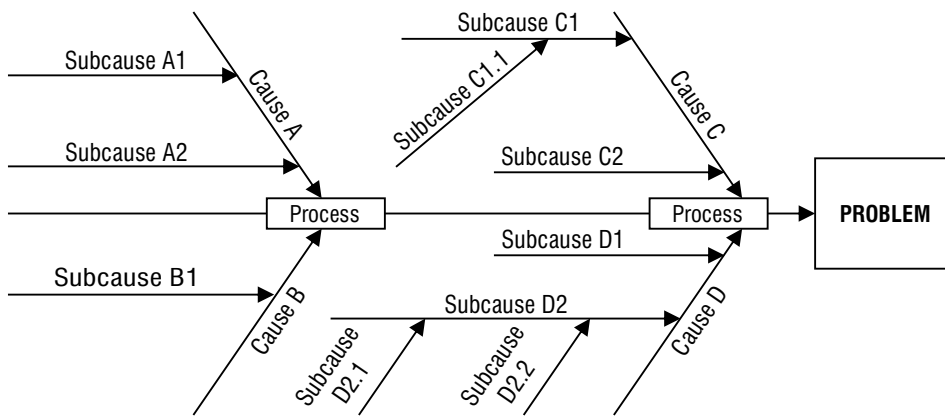
It is a 3 step process:

Step 1: Identify and clearly define the outcome or Effect to be analyzed

Step 2: Identify the Principle causes for selected outcome or Effect

Step 3: Identify and assign the sub causes to respective Causes

After performing these 3 steps, the framework will look like the figure demonstrated below:



Risk identification

In early phase of project life cycle, risks can be identified using this method, which will give a list of probable candidate which contributes to project risk.

During the risk analysis following 4 W must be considered for effective evaluation of risk, since these are an important guide to a full exploration of the possible root causes to a problem.

- What
- Why
- When
- Where

For software industry typically following are the elements which are major contributors of the risk

- People (employees)
- Product (Software Tools)
- Process (Methodologies used for SDLC)

** Failure Modes and Effects Analysis (FMEA) is methodology for analyzing potential reliability problems early in the SDLC cycle where it is easier to take actions to overcome these issues, thereby enhancing reliability through design. A crucial step is anticipating what might go wrong with a product.*

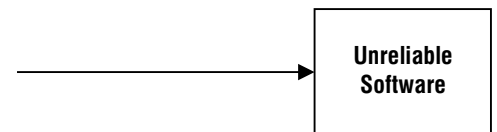
- Technology (Operating System or Server environment)
- Patrons (customers)

Once we draw the CE diagram based on available information for above points then we can collate this information and represent in sheet called FMEA* (Failure Mode effective Analysis) sheet for further Evaluation.

Consider an Example of Unreliable software delivery. User will perform following steps to develop the Cause and Effect Diagram.

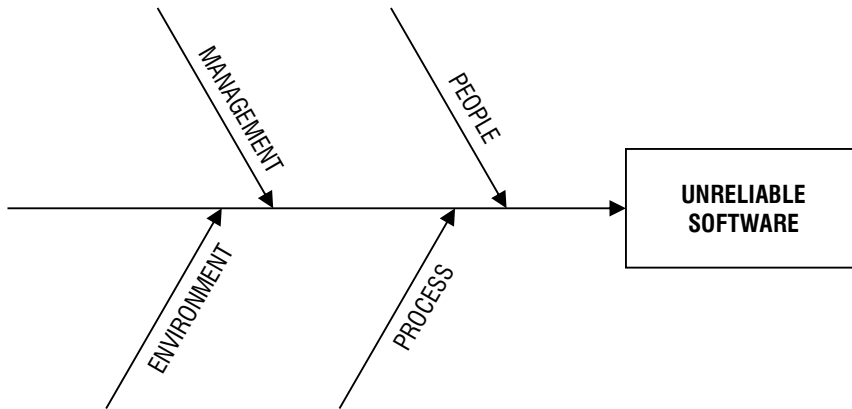
Step 1: Identify and clearly define the outcome or Effect to be analyzed

In this step we have clearly defined a Benefit/ Problem that we want to analyze. E.G. Unreliable Software, The Pictorial representation is shown below



Step 2: Identify the Principle causes for selected outcome or Effect.

In this step user has identify the main causes for Unreliable software delivery. During this step team can perform a brainstorming session to come up with the probable causes for the outcome. We will consider Management, Process, People and Environment, causes for current example. Hence our cause and effect diagram will look like

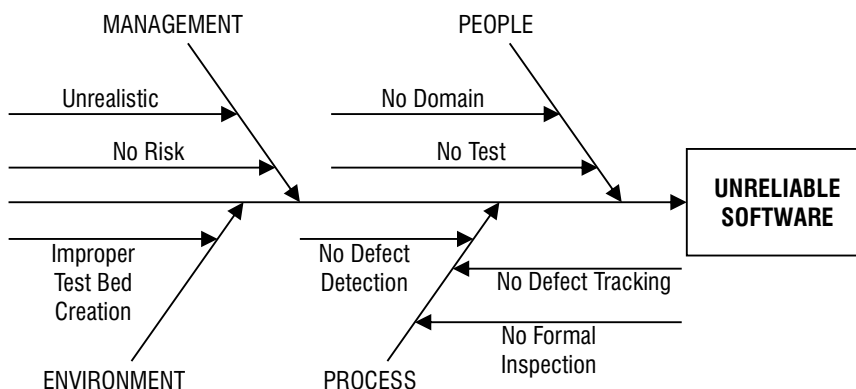


Step 3: Identify and assign the sub causes to respective Causes.

In this step user will list down the sub causes for respective causes. In Our example the following are the sub causes.

- **Management**
 - Unrealistic schedule
 - No Risk Management
- **People**
 - No Domain Expert
 - No Test Specialist
- **Process**
 - No Defect Detection Method
 - No formal Inspection Method
 - No Defect tracking Mechanism
- **Environment**
 - Improper Test Bed Creation

Following is the pictorial representation of Cause and Effect Diagram for Unreliable Software



From Above Example following are the probable list of risks which will be feed to FMEA (Failure Mode Effective Analysis) sheet for further evaluation

- Unrealistic schedule
- No Risk Management
- No Domain Expert
- No Test Specialist
- No Defect Detection Method
- No formal Inspection Method
- No Defect tracking Mechanism
- Improper Test Bed Creation

Next section will explain the concept of FMEA

Failure Mode Effective Analysis

Definition

A failure modes and effects analysis (FMEA) is a procedure for analysis of potential failure modes within a system for classification by severity or determination of the effect of failures on the system.

Note: FMEA is a tool that is used for gauge the failures & to plan to avoid or mitigate the possible risks. With this tool we can find out the failures that can happen and design the system or put processes in place so that these failures are avoided altogether or at least if they occur, they shouldn't impact the end customers.

Purpose

A structured approach to:

- Identify the ways in which a product, service, or process can fail

- Estimate risk associated with specific failure causes
- Prioritize the actions to reduce risk of failure
- Evaluate design validation plan (product/service) or current control plan (process)

Format of FMEA

<<Project Name>> (Quality Risk Analysis) Form

System Name: NA		Supplier Involvement:		FMEA Date:							
System Responsibility: NA		Model / Product:		FMEA Rev Date:							
Person Responsibility:		Target Release Date:									
		Prepared By:									
Initial FMEA											
System Function or Feature	Potential Failure Mode(s) - Quality Risk(s)	Potential Effect(s) of Failure	Criticality? Severity	Potential Cause(s) of Failure	Priority	Detection Methods	Likelihood	RPN	Recommended Action	Who / When?	Reference / Current State

Post Project Analysis

Cause and Effect (CE) Diagram is also useful for post project analysis to investigate the root causes for unsuccessful projects and it is also used to analyze the successful projects to come out with Best practices.

To perform the Post analysis and to draw Cause and Effect Diagram, team should concentrate on following questions:

- What are the overall effect /Outcome of the Project?
- Who are the main contributors to Effect/Outcome, identification of causes?
- What are the factors (sub causes) that influenced the cause?

Once the information is gathered from the exercise above, a list of risk attributes can be generated. This List will act a reference sheet for future projects, since these attributes can be analyzed before starting of the project.

Similar exercises can be performed where successful projects can develop and collate the best practices.

Conclusion

As software industry is stepping up to next level of maturity, Cause and Effect diagram technique will help Consultant to

- It encourages developing new solution for tackling identified risks
- As a Post project Analysis tool, this helps software professionals to develop Best practices and pin point the affected areas of processes, this will act as a Risk Identification checklist for future projects.
- As a Risk Identification tool this helps to identify potential risk elements of the project In the early phases of Project life cycle.

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Project Management Case Study



1.1 Background

The client is a world leading provider of test and monitoring solutions for network service equipments in the global telecom industry. The innovative solutions range from design to technology deployment including provisions of remote test units for network elements, optical-electronics assembly. The client had an application on client service architecture for monitoring and management of remote test units for Optical fiber network systems. The client wanted a solution to monitor and manage the available remote test units in a large network cutting across the geographical boundaries. The client was also improving the firmware on the remote test units. In short, the client wanted a complete solution as a product that he could sell to his end customers.

The requirements were:

- Propose design improvements to lay the proposed product in N-tier architecture
- Implement design using the open

industry tools with standard framework to come out with the product supporting FCAPS (Fault Management, Configuration Management, Account Management, Performance Management and Security)

- Integrate with the firmware running on the remote test units
- Remove the data collection issues as of in the current system
- Allow users to define run time queries
- Generate reports based on user defined queries
- Make the product work on licensing terms with standard expiry and renewal support

1.2 Challenges

The challenges to project management in this project were:

- Parallel development of the firmware by the client to be tested on Remote test units - How to handle moving targets and keep a tab on risks
- High performance expectations from the application to support 200-300

Remote Test units - Planning and Execution challenges for infrastructure setup as well as production testing

- Robust communication design to handle data coming @ 1MB per second – Planning
- User friendly Rich GUI & high performance - Resource skill management

1.3 Strategy adopted

Planning was done at a greater depth. Following key activities were completed and the client informed at par during the initial phase:

- Identification of infrastructure items, dependencies and the shortest possible route to get them on board
- Identification of risks, the mitigation plans and the target period
- Break up of the entire development into 3 logical sprints and a detailed plan for the Sprint 1
- List of dependencies that require client support at large extent and the threshold dates by which these need to be met

- Freezing of interfaces between the Remote Test Units and the application through discussions

Besides the above, following steps were identified and followed

- Continuous integration of the developed work on every alternate day basis to make sure that everything still gels as a single unit
- Breaking the Sprint 1 into several milestones, and deployment of the application after each milestone in a web server so that the client is also able to access it and give his feedback
- Freezing of the interfaces between the Remote Test Units and the application through discussions during the planning stage itself
- Splitting the team into 3 groups: GUI Team, Core team and testing team with members being shuffled across after every Sprint
- Automation of Unit testing through JUnits
- Automation of Performance testing using proprietary tools and initiation of the testing at the end of each Sprint to monitor any variance

1.4 Result

The boundaries of the requirements were frozen at the early stage of the project and that stemmed any impact on the cost and schedule. All wishes were listed out and prioritized, to be taken up at the end of Sprint 3 with additional assistance on the budget from the client. The team worked out in parallel to meet the deadline. The design team took the larger chunk of the time in identifying

and freezing the interfaces at all levels so that all teams including the client works and tests independently.

As a Project Manager, I continuously monitored the activities against the schedule. We religiously followed the scrum meeting in the mornings and evenings to keep a track of the progress that helped me to update the schedule, risks and cost sheets on continuous basis. Cost overruns were checked to a great extent. The quality of the product was monitored on continuous basis to control the costs at a later stage due to re-works. Formal project review meetings were held twice a week with senior management to update them the status. Weekly teleconference meetings were held with the client to apprise him of the progress of the project, issues faced as well as the proposed solutions.

1.5 Conclusions

The project was completed with mixed feelings. We could accomplish the major technical challenges. I was able to manage the project with the given resources till the end. There were cost overruns due to resource attritions and in-take of resources with higher costs into the project. There were changes provided by the client that impacted the schedule but the costs were not compensated. All the major risks were handled well. Knowledge sharing was a success factor due to shuffling of the resources to differing roles after each Sprint. Schedule variance apparently happened due to external dependencies and lack of preparations from the client.

Welingkar's Calendar of Activities - 2009 PMP Club Meetings

Month '09	Date
June	7
July	5
August	2
September	6
October	4
November	1
December	6

Ahmedabad Branch Calendar of Activities - 2009 PMP Club Meetings

Month'09	Date
June	21
July	19
August	23
September	20
October	25
November	15
December	20

Thane Branch Calendar of Activities - 2009 PMP Club Meetings

Month'09	Date
June	21
July	19
August	23
September	20
October	25
November	15
December	20

White Paper - Agile Methodology Implementation in Onsite-Offshore Model

by Hiteshkumar Kaku , PMP

1.0 Introduction:

Agile software development is a group of software development methodologies that are based on similar principles. Agile methodologies generally promote a project management process that encourages frequent inspection and adaptation, a leadership philosophy that encourages teamwork, self-organization and accountability, a set of engineering best practices that allow for rapid delivery of high-quality software, and a business approach that aligns development with customer needs and company goals.

There is little if any consensus on what types of software projects are best suited for agile methodologies. Agile development has been widely documented as working well for small (<10 developers) co-located teams.

Outsourcing with onsite-offshore is one of major model adopted to leverage the cost arbitrage and time difference.

2.0 Benefits

The four essential benefits of agile are: Rapid Learning, Early Return on Investment, Increased Control and Responsiveness to Change. Each of these benefits is a driver for the adoption of an agile method of working in your organization. Although there are many other benefits of agile, these four

benefits are broadly applicable to operations work, project work and open-ended research work.

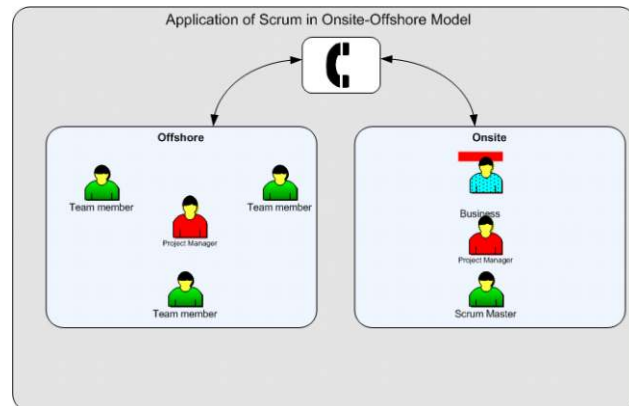
3.0 Issues and Challenges

Disparate teams – teams not collocated, where the project is being executed could be a challenge for execution of the project due to time difference, availability of offshore team for daily meetings and query resolution.

4.0 Solution Approaches

Scrum methodology can be applied, using one of the following models, depending on the needs and feasibility of the project to be executed.

MODEL: 1



The offshore and onsite teams are remotely located. The channel of communication is through teleconferencing. Both the teams attend the scrum meeting, through conference calls. All issues and queries are resolved through emails and phone calls. Both the teams need to have an over lap period (say around 3 hours) to conduct the meetings and resolve and issues.

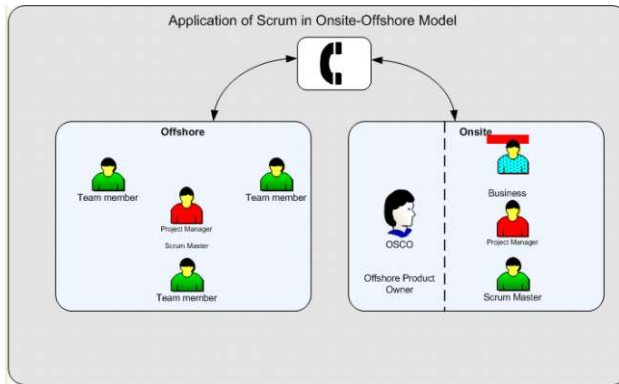
Merits:

- No need for any offshore member to be onsite
- Queries can be resolved during the conference call, for the daily meeting

Demerits:

- There needs to be an overlap period for both the teams
- Business knowledge may not reside at the offshore location

MODEL: 2



The difference here with respect to the MODEL 1, is that the client may not need to be part of the daily meetings with the offshore teams. The time overlap may not be needed for the client and offshore team, but might be required for the Onsite Coordinator (hereafter referred as OSCO) and the offshore team. OSCO, the onsite member, functions the dual role – one that of an onsite scrum team member and other as the Product Owner for the offshore team. At onsite the Sprint Planning and Sprint reviews can be conducted, these can be communicated to the offshore team, through the OSCO. All the queries from the offshore team are resolved by OSCO. The OSCO coordinates with the client's team for any further unresolved queries or issues.

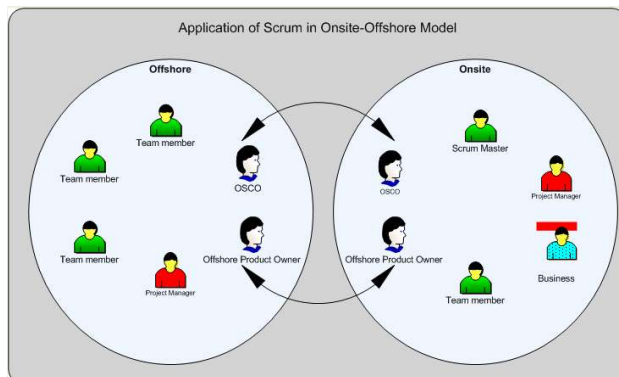
Merits:

- There is no need for the client to have an overlap period with the offshore team
- All queries resolved during the conference call, with OSCO
- Business knowledge is gathered by OSCO, which would help in faster query resolution

Demerits:

- There is no need for the client to have an overlap period with the offshore team
- OSCO is located at onsite with the client and business users
- The OSCO has to have an overlap period with the offshore team

MODEL: 3



In the third model, few members can be onsite with the client's teams. They understand the business process as well the requirements from the client comprising Business users, SME, PM etc. OSCO, the person who stays back with the onsite team, depicted by a single headed arrow in MODEL 3, will act as the link between the onsite team and the offshore product owner.

One of the members, who returns offshore, plays the role of "Product Owner". This is depicted by the two headed arrow in the MODEL 3. The offshore team coordinates with the offshore product owner for any requirements/business understanding related queries. For all the queries that offshore product cannot resolve, he would coordinate with the OSCO.

This model doesn't require the whole offshore team to have an overlap with the onsite team. But it might require the offshore product owner and the OSCO to have an overlap for their issues and query resolution. Offshore Product Owner can also be part of the daily meeting conducted at the client location.

Merits:

- There is no need for the client to have an overlap period with the offshore team
- The whole team need not be part of the daily meetings with client, OSCO and Product Owner
- All queries of the offshore team is resolved with help of Offshore Product Owner
- The business knowledge exists at

offshore, which will help in faster query resolution

Demerits:

- There is no need for the client to have an overlap period with the offshore team
- OSCO is located at onsite with the client and business users
- The OSCO has to have an overlap period with the offshore product owner

The sprint is executed in the following order:

1. Spring planning
2. Sprint understanding
3. Test-driven development
4. Regression testing
5. Iteration showcase
6. Knowledge management
7. Code management

5.0 Conclusion

Success in today's economy requires us to respond quickly to changing market conditions. Traditional product delivery methodologies cannot deliver fast enough in highly uncertain project domains.

In order to leverage the cost arbitrage and time difference offshore-onsite model of executing projects is being adopted. Though there are challenges in executing projects using agile methodologies, scrum can be used effectively as agile project execution methodology for onsite-offshore model.

The above models cannot be 'one-size-fits-all' for all projects. Project specifics, working relationship of teams and developer expertise, should be factored in, while fine-tuning the model to suit the project.

6.0 Definitions, Abbreviation and Acronyms

Acronym	Description
OSCO	Onsite Coordinator
SME-IT	Subject Matter Expert – Information Technology

7.0 References

- Agile software development with scrum – Ken Schwaber, Mike Beedle
[http://en.wikipedia.org/wiki/Scrum_\(development\)](http://en.wikipedia.org/wiki/Scrum_(development))
<http://agilemethodology.org/>

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Make yourself visible to the larger
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Remember the three steps of
networking

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CREDIBILITY



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and stay connected,
share your views
and keep yourself updated
with the happenings!

Crisis & Emergency Management : A Role of Project Management

by S GUNASEKARAN, PMP®

SAP Practice

L&T Infotech

“It is a pity that the government has no crisis management and it looked like the callousness of a third world county instead of the financial capital of India.”

“We should have learnt to get a crisis infrastructure in place that could snap to attention as soon as something happens,”

This were the statements of Tata Group chief Ratan Tata, after the terror attack on Taj Hotel at Mumbai on 26th November 2008.

Mr. Tata's statements had been revealed that if our country applied Project management principles before the crisis struck, a portion of the turmoil would not have existed or the impact would be very minimum level. Proper planning before a crisis can prevent turmoil. Individuals tasked with the development of an organization's disaster recovery plan need to apply the management practices associated with project planning to the development of their business continuity plans. But, unlike other projects, this planning needs to occur prior to the Project Initiation.

First, let us understand in Project Management context, what is Crisis, Crisis Management? relationship between Crisis and Risk Management.

A crisis is a major, unpredictable but not unexpected event that threatens to harm an organization and its stakeholders.

Crisis Management involves attempts to

eliminate technological failure as well as the development of formal communication systems to avoid or to manage crisis situations. It is a discipline consisting of skills and techniques required to assess, understand, and cope with any serious situation, especially from the moment it first occurs to the point that recovery procedures start.

Emergency management and business continuity management focus respectively on the prompt "first aid" type of response (e.g. putting the fire out) and the longer term recovery and restoration phases (e.g. moving operations to another site).

Relationship with Risk Management : Crisis is also a facet of Risk Management, although it is probably untrue to say that Crisis Management represents a failure of Risk Management since it will never be possible to totally mitigate the chances of catastrophes occurring. In PMBOK 11.5.2.3, Risk Management

Knowledge Area → Risk Response Planning → Strategy for both Threats and Opportunities (T&T) → Acceptance, it has been defined as “A strategy that is adopted because it is seldom possible to eliminate all risk from a project ... It may be adopted for either threats or opportunities. This strategy can be either passive or active ... The most common active acceptance strategy is to establish a contingency reserve, including amounts of time, money, or resources to handle known - or even sometimes potential, unknown - threats or opportunities”

Crisis Management and Emergency Management emerges from this context of Risk Management.

Some Examples of organizational crises

Extortion, Bribery, Terrorist Attack, Copyright infringement, Information sabotage, Product tampering, Workplace bombing, Natural disaster

that destroys organizational office, Computer tampering, Confidential data loss, Product/service boycott, Hazardous material leak, Plant explosion, Personnel assault, Assault of customers Product recall etc.

These issues portrays some of the steps which can be adopted during the crises management. These include **Activity Identification, Resource Identification and Communications planning.**

Activity Identification

Develop multiple work breakdown structures (WBS), identifying all activities that will need to be accomplished, and identify redundant resources. Have the WBS in the business continuity plans. Make sure that business continuity plan addresses all business functions and not merely address the IT side of the business. Establish a budget and spending authorization process. Include activities that need to be completed after the immediate crisis has been addressed such as Lessons Learned session to determine what worked smoothly and what didn't; updating and re-distributing contact lists with new contact information; updating and re-distributing the business continuity plan accordingly.

Resource Identification

Develop a roles and responsibilities matrix that clearly defines the expectations for each member of the recovery teams and of each major organizational unit. Be sure that each activity in the WBS has an individual responsible for its completion, and the resources by which to complete it.

Assign pre-determined emergency response teams, who will decide what needs to be recovered for each major business unit and identify where your command center will exist and determine who will lead the command center.

Communications Planning

Make sure a directory of staff's home phone numbers is available off-site to all emergency response team and disaster recovery team members. Make it a requirement that these lists be maintained and retained at each person's home.

Determine the way of communication with staff during the crisis (phone, e-mail, public announcements). Ensure that Resource plans include the vital communications tools, two-way radios on the disaster site or cell phones that individuals have in their personal possession. Even consider establishing emergency websites that staff can use to get latest updates. Develop a communications plan that addresses who will call who in the staff.

If the organization have planned its business continuity project correctly, it will be prepared to execute it during a crisis. In Summary, Key points to remember when in the recovery mode include:

1. Invoke clear decision-making guidelines
2. Follow the pre-determined roles and responsibilities
3. Most important: Communicate!

Articles for Next Edition

Dear Readers,

The Next Edition of PRAKALP would be released in July 2009.

All the readers are requested to send in their articles at the earliest at publications@pmimumbaichapter.org Please remember to send a Passport size photograph in good resolution and your short introduction that would go alongside your article

In case you need any assistance with the format please feel free to get back to the Chief Editor Kummar Vaalsalam

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4th Students Branch Event



5th Students Branch Event

