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J O U R N A L

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PMI Mumbai Chapter
http://www.pmimumbaichapter.org/index.htm

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43rd PMP CE Batch

Kummar Vaalsalam, PMP
Bharat Bhagat, PMP
Manoj Sabat, PMP
D. Y. Pathak MBA, PMP
CISA

It is time ladies and gentlemen to start with some New Year resolutions! ☺

It is time to usher in a new wave and build on the glorious past the Chapter has witnessed since its inception. Presenting the 'new look' PMI MC Journal with a tinge of freshness and a broader outlook! In the year 2008 we would like to make the PMI MC Journal more interactive and promote two way communications. Among the esteemed readers are YOU the current and future leaders of India. You have ideas and the management experience. To start with a new section 'Letters to the Editor' has been introduced where you can post via email (pub@pmimumbaichapter.org) your letters, feedback and thoughts.

One New Year resolution we wish to propose is to re-inculcate the reading habit. Not the internet browsing but real paper back editions! PMI MC has for its members a good collection of management books that you can avail apart from other sources of good reading material. You can then even share management / self improvement 'book reviews' with us for publishing in the MC Journal.

In this edition of the MC Journal enjoy (with a morning sip of tea or an evening coffee mug) some interesting articles shared by distinguished Chapter members. Our esteemed Chapter President, D.Y. Pathak shares with us great news for the Mumbai Chapter as we walk into the New Year. Ajay Patil walks us through what it takes to develop a good business case. Sujit Jadhav details a comprehensive EVM methodology focusing on the Construction industry. Read details on the PMI Ahmedabad Branch Launch. Girish Mahajan dwells upon the human aspects of project management. From the desk of Rakesh Gupta VP Communications is an address on communicating with the Chapter. Vivek Prakash, VP – Programs shares his first hand experience at the PMI Global Congress held in Atlanta. Learn how to earn PDUs by publishing your articles in PMI MC Journal.

Don't miss the humor in project management sprinkled generously to keep you smiling ☺

E-mail your original articles, letters to the editor to:
pub@pmimumbaichapter.org
Length: 2-3 pages

**Letters to the Editor
NEW
SECTION
This section is waiting for letters from the readers!!**

Take the PMP-CE Course with PMI MC

Mumbai Chapter Staff

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2.	Sagar Patil	Admin	info@pmimumbaichapter.org

Chapter Committee Members

SR. NO.	Name	Designation	E-mail
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2.	Sanjay Kadam	V.P. Membership & Recruiting	membership@pmimumbaichapter.org
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9.	Vivek Prakash	V.P. Programs	programs@pmimumbaichapter.org

AGM: January 5, 2008 (5:30 p.m. to 10:00 p.m.)

Juhu Vile Parle Gymkhana Club, North South Road No. 13, Juhu, Mumbai – 400049. Phone: 2620-6016/5937/5973

5:30 PM to 6:30 PM: AGM & Tea break/ Registration
6:30 PM to 7:30 PM: 1st half of PMP Club session
7:30 PM to 8:00 PM: Networking break with starters and Elections balloting
8:00 PM to 9:00 PM: 2nd half of PMP Club session
9:00 PM onwards :   Mementoes Ceremony & Networking Dinner

Landmark: Opposite Juhu Bus Depot (Bus Routes 203, 253, 256.
Nearest Railway Stations Vile Parle (W) and Andheri (W) From Vile Parle (W),
the side of the   NM Management College move towards JUHU beach. Before
turning left for Juhu beach/ J W Marriot, turn right onto NS Road No.13 and reach the venue

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NEXT PMP CERTIFICATION EXAMINATION PREPARATORY COURSE

BATCH NO. 47: JAN. 12

BATCH NO: 48 FEB. 16

BATCH NO. 49: MAR. 8

Hostel Facilities
Available At Moderate Rates On Prior Request

Timings
MORNING
9:00 to 11:15; 11.30 to 13:15
AFTERNOON
14:00 to 15:45; 16:00 to 19:00

Course Contents

Introduction to the PMBOK
Project Management
Project Management Processes
Professional Responsibilities

Integration Management

- Develop Project Charter
- Develop Preliminary Project Scope
- Statement
- Develop Project Management Plan
- Direct and Manage project Execution
- Monitor and Control Project Work
- Integrated Change Control Close Project

Scope Management

- Scope Planning
- Scope Definition
- Create WBS
- Scope Verification
- Scope Control

D. Y. Pathak
MBA, PMP CISA.

Wish you and your family a very happy and prosperous new year!!

I have immense pleasure in informing all of you that the Chapter has purchased premises in Royal Palm Estate and the premises will be available for the Chapter by 31-Mar-08. This development will give boost to the chapter activities through the creation of an effective administrative and infrastructural backbone. It is a major milestone in the history of the Chapter and is outcome of the efforts of founder members, managements committees, and abundant support of your all.

The facility will be used for training programs and events of the Chapter. Further, the facility will also provide amenities like a well-equipped library comprising of books, CDs, DVDs, software related to program, portfolio management, general management, etc. All of you can avail all these facilities to sharpen you management skills.

One more great news, the PMI Ahmedabad Branch has been formed on 18-October-2007 by starting PMP Club activity. Thanks to the sustained efforts made by Mr. Nimish Mehta and his team in the formation of the chapter. Let us wish all the best to the branch team in their endeavor and look forward for many initiatives in the branch in the years to come.

Mr. Vivek Prakash, Vice President-Programs attended PMI Global Congress, 2007 – North America held in Atlanta (USA) from 3rd October, 2007 to 6th October, 2007. The deliberations in the congress laid a lot of emphasis on focused on the strategic planning in the development of PMI Components. Our chapter has already put its strategic plan into action and the plan is now driving various chapter activities.

PMI USA indicated in the Congress that a Performance Management Framework (PMF) will be introduced soon and PMI components will have to perform minimum activities to sustain its existence. The new framework will put more responsibility on the Chapter and we all will have to gear up to meet the expectations.

In the New Year, our chapter is looking forward for starting initiatives in the areas of community projects, extension to civil engineering, and corporate relationships. And with your support, I am confident the Chapter will meet the framework requirements. The chapter will also forge ahead in implementing Content Management System (CMS), The initiative will enable the chapter to start various activities and create contents and build knowledge in the space of project management.

So a vibrant 2008 is ahead and inviting all of us to do our bit of work to contribute to the Chapter's Goals!!!

Time Management

- Activity Definition
- Activity Sequencing
- Activity Resource Estimating
- Activity Duration Estimating
- Schedule Development
- Schedule Control

Cost Management

- Cost Estimating
- Cost Budgeting
- Cost Control

Human Resources Management

- Human Resource Planning
- Acquire Project Team
- Develop Project Team
- Manage Project Team

Risk Management

- Risk Management planning
- Risk Identification
- Qualitative Risk Analysis
- Quantitative Risk Analysis
- Risk Response Planning
- Risk Monitoring and Control

Communications Management

- Communications Planning
- Information Distribution
- Performance Reporting
- Manage Stakeholders

Quality Management

- Quality Planning
- Perform Quality Assurance
- Perform Quality Control

Developing a Business Case

Ajay Patil

In most of the organizations, a project is not formally chartered and initiated until completion of need of assessment, feasibility study, preliminary plan or some other equivalent form of analysis. The business case is written to justify the project and also referenced in the project charter. Though there are many common factors between approved business case and project charter there is difference and this difference will depend organization maturity the project methodology adopted. An approved business case gives the summary of the overall management plan for a particular activity/string of activities on which the management likes to invest in. (PMBOK) defines a charter as the "document that formally authorizes a project. The project charter provides the project manager with the authority to apply organizational resources to project activities."

Ultimately, formal authority to create plan, assign resources, and begin work on the project is required . The charter helps achieve this so by outlining HOW the project and its goal(s) will be accomplished (duration, resources, milestones, costs, deliverables/milestones). Business case compliments that by defining WHY the project should be done (impact to bottom line, legal/regulatory requirement, customer request, etc.).In the organizations where there is no formal project charter process, approved business case is considered approval to start the project.

Business cases can range from comprehensive and highly structured, to informal and brief. Information included in a formal business case could be the background of the project, the expected business benefits, the options considered (with reasons for rejecting or carrying forward each option), the expected costs of the project, a gap analysis and the expected risks. Consideration should also be given to the option of doing nothing including the costs and risks of inactivity. From this information, the justification for the project is derived.

Lets look at the components of good business case. A business case should structured in such a way that it contains some or all of the following components (depending on the size, timing, scale and availability of information):

Cover Page: This page would include, Reference - Project name/reference, business case author/contact, business sponsors name and contacts, Financial approvers name and contact. If this involves technical approval CIO/CTOs approval will be required and hence their name and contacts. This is the page which will be finally have signatures of approvers. The business cases will undergo reviews and revisions and this history is also maintained on the cover page.

Executive Summary: Many stakeholders will read only this part, hence has to be well articulated and included at beginning. This should include short statement about project objectives, benefits, organization policy fit and financial summary.

Introduction / Project Value Analysis: This section should provide audience with detailed information which would cover-Context , Business objectives/opportunities, Business priority ,Value Proposition -Desired business outcomes, Outcomes roadmap, Business benefits (by outcome, Focus - Problem/solution scope), assumptions/constraints, Options identified/evaluated, Size, scale and complexity assessment , Deliverables, project approach, resources. In this section author should be able to explain strategic fit of the proposed solution to the organizations current and future strategies.

Financial /commercial appraisal :
This section should have sourcing options and commercial impact/budget. This section will include cash flows, NVP and IRR. In some organization there is desired rate of return and certain cash flow requirements without which project/bussiness case may not be approved. Also in much organization in addition to capex, opex is also considered because as organization its not only project phase but post project completion operational cost is also to be justified. Some organization may have parameters like per square foot cost or per user cost for infrastructure projects.

Technical appraisal:
In some organization there is restriction on the technical components to be used e.g. if at organizational level Sybase is preferred database any other database proposed as component of technical solution

Risk assessment:
Though financial statements give projections of the returns there could be risks involved in project which could have adverse effect on the outcome. This section should cover risk analysis, contingencies and dependencies for the project.

High level project plan: If project is not undertaken and completed within some timeframe it may loss the value proposition ,hence highlevel project plan should be included in business case.

Recommendations/conclusion This section should conclude with recommendations to approvers of the actions and investments to be made

Procurement Management

- Plan Purchases and Acquisitions
- Plan Contracting
- Request Seller Responses
- Select Sellers
- Contract Administration Contract Closure

Professional Responsibility

Question Answer Sessions in Examination Pattern on each Knowledge Area.

Course would satisfy 35hrs.

Training Requirement prescribed as a pre-requisite for the PMP Certification Examination

VENUE
Western India Instrumentation Centre, University Campus at Kalina, Santacruz (East), Mumbai.

The Faculty comprises of experienced Project Managers and certified PMP's (Project Management Professionals)

Sujit. V. Jadhav
Management Trainee,
B.E.Billimoria &
Co. Ltd

Earned Value Management (EVM) is an integrated system of project management and control that enables a Contractor and their customer to monitor the progress of a project in terms of integrated cost, schedule and technical performance measures. Traditional project management practice tends to compare actual costs with planned expenditure, and confuses actual costs with actual progress. Actual costs are not necessarily a good measure of progress. EVM provides a third reference point, which is an objective view of the status of the Contract, i.e. the value to the end goal of the work completed to date. This can be compared with both the planned expenditure and the actual costs to determine the performance to date and to give early indications of problems. EVM may also be used to enhance cost Forecasting, risk management.

EVM has been called "management with the lights on" because it can help clearly and objectively clarify where a project is and where it is going, as compared to where it was supposed to be and where it was supposed to be going. EVM uses the fundamental principle that patterns and trends in the past can be good predictors of the future. EVM provides organizations with the methodology needed to integrate the management of project scope, schedule, and cost. EVM can play a crucial role in answering management questions that are critical to the success of every project, such as:

• Are we ahead of or behind schedule?

• How efficiently are we using our time?

• When is the project likely to be completed?

• Are we currently under or over our budget?

• How efficiently are we using our resources?

• What is the remaining work likely to cost?

• What is the entire project likely to cost?

• How much will we be under or over budget at the end?

EVM dealing with three elements these are; Planned value (PV), Earned value (EV), Actual cost (AC).

Planned Value (also called Budgeted cost work schedule, BCWS) is a numeric reflection of the budgeted work that is scheduled to be performed, and it is the established baseline against which the actual progress of the project is measured. Actual Cost (AC), also known as the Actual Cost of Work Performed (ACWP), is an Indication of the level of resources that have been expended to achieve the actual work performed to date. The earned value (EV), known as the Budgeted Cost of Work Performed (BCWP), is a snapshot of work progress at a given point in time. It reflects the amount of work that has actually been accomplished to date (or in a given time period), expressed as the planned value for that work.

Fig. no. 1 shows earned value graph, showing PV, EV, AC. Parameters of earned value is mentioned below;

1. Schedule variance (SV)

The Schedule Variance (SV) determines whether a project is ahead of or behind schedule. Positive SV indicate task is currently ahead of schedule.

$$SV = EV - PV$$

$$SV\% = SV / PV$$

2. Schedule Performance Index (SPI)

The Schedule Performance Index (SPI) indicates how efficiently the project team is using its time. SPI ratio greater than 1 indicates that you are ahead of schedule.

$$SPI = EV / PV$$

3. Cost Variance (CV)

It shows whether a project is under or over budgeted. Positive CV indicate currently project is under budget.

$$CV = EV – AC$$

$$\%CV = CV / EV$$

4. Cost Performance Index (CPI)

It is one of the clearest indicators of the cumulative cost efficiency of a project. CPI gauges how efficiently the team is using its resources. CPI >1 indicate task is under budget.

$$CPI = EV / AC$$

5. To-Complete Performance Index (TCPI)

It helps the team to determine the efficiency that must be achieved on the remaining work for a project to meet a specified endpoint. TCPI > 1 indicates a need for increased performance in order to stay within budget.

$$TCPI = (BAC - EV) / (BAC - AC)$$

6. Estimate at Completion (EAC)

It calculated Project end estimate, final cost of the project if current performance trends continue.

$$EAC = BAC / CPI$$

Other EAC formulas with their assumptions.

1. Future cost performance will be the same as all past cost performance

$$EAC1 = AC + [(BAC – EV)/CPI] = BAC/CPI$$

2. Future cost performance will be influenced additionally by past schedule performance.

$$EAC2= AC + [(BAC – EV)/ (CPI*SPI)]$$

7. Variance at Completion (VAC)

It shows the team whether the project will finish with under or over budget.

$$VAC = BAC - EAC$$

Other VAC formulas with their assumptions mentioned above.

$$VAC1 = BAC - EAC1$$

$$VAC2= BAC – EAC2$$

$$VAC\% = VAC / BAC$$

Positive VAC indicates task will under budget

8. Estimate to Complete or Expected Completion Amount (ETC or ECA)

It is estimated cost required to finish remaining work. Two ETC formulas with their assumptions mentioned above.

$$ECA1 = EAC1 – AC$$

$$ECA2 = EAC2 – AC$$
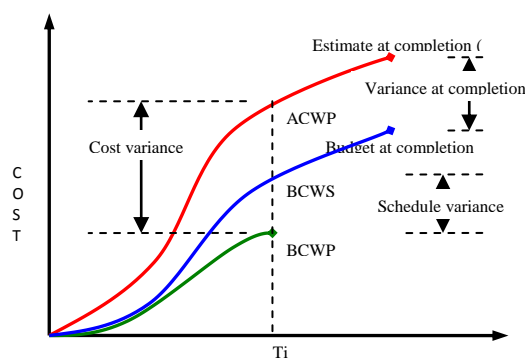

Fig no. 1 Earned Value

9. Independent Schedule at Completion (ISAC)

It is individual estimate to schedule at completion.

$$ISAC = BAC / SPI$$

10. Critical ratio (CR)

Critical ratio indicates overall performance of project. CR > 1 indicate overall excellent performance.

$$CR=CPI*SPI$$

EVM Performance measure is shown in Fig No. 2 this matrix of cost and schedule indicators gives idea about project performance.

Performance measures		Schedule		
		SV > 0 & SPI > 1	SV = 0 & SPI = 1	SV < 0 & SPI < 1
C O S T	CV > 0 & CPI >1	Ahead of schedule Under budget	On schedule Under budget	Behind schedule Under budget
	CV = 0 & CPI = 1	Ahead of schedule On budget	On schedule On budget	Behind schedule On budget
	CV < 0 & CPI < 1	Ahead of schedule Over budget	On schedule Over budget	Behind schedule Over budget

Fig No. 2 EVM performance measure

Conclusion:

From the time of the development of Earned Value Management (EVM) indicators, it has been known that the schedule indicators are flawed and exhibit strange behaviour over the final third of the project, when performance is poor. So, to manage cost & schedule of the project, EVM is not enough. It should be accompanied by "Earned schedule" to manage cost and schedule of project together. Earned schedule will be addressed in the next edition.

Human Aspect of Project Management

Girish Mahajan, PMP

This article relates, as per PMBOK (Project Management Body of Knowledge) to "Knowledge Area Process" named "Project Human Resource Management". Needless to say, it cuts across-through 3 of 5 important "Project Management Process Groups" i.e. Planning, Executing as well as Monitoring and Controlling.

"Human" aspect has been important over the years in project management. It is more critical in case of knowledge based industry, because it is also a "Capital" for the business. It is said that, in case of knowledge based industry, the capital is lost when employee leaves for the day and capital is as good as lost, till the employee comes back next day.

Project Manager (PM) generally does not have choice to choose human resources. PM has to use them. The most difficult challenge, of course, is how to use human resources effectively and to get best out of them.

Here, I would like to share real life issue. In one of projects, we faced typical problems. The project, related to knowledge industry, was running smooth and team size was also growing. Gradually customer started expressing unhappiness, Quality of work was also a concern and so on. Apparently there were no issues related to infrastructure, team size etc. We were unable to take actions because we could not diagnose the problem. We did preliminary "root cause analysis" with the help of third party member. It was concluded that the issue is related to "behavioural aspect of team members". Thus the issue was very tricky to handle.

I had heard and read great feedback about Belbin's Team Roles assessment. Hence, recently we used Belbin's technique to address above team issue. We experienced that the outcome / analysis is pretty useful to identify hidden "strengths" and "areas of improvements". Once the correct "diagnosis" was done, and then taking "action" or "treatment" was not difficult. We could see immediate improvements in the project performance.

I presume you would have seen the recent Hindi movie "*Chak De India*". The movie has a message that, "each human resource has some strength/s and some area of improvement". At times, even the "adverse" factor or the "area of improvement" can also be used as "strength". It is skill of PM to identify the strength as well as area of improvement and deploy as per project needs.

Identifying, strength/s and area of improvement appears to be simple. Many a times our assessment is "subjective" or based on past experience / bias. But the main question is "How to scientifically identify strengths and area of improvement?" There are couple of methods available. One of such methods, or rather best practice, is Dr. Belbin's Team Roles assessment.

What is Belbin's Team Roles assessment?
In simple words, personality of individual is assessed based answers to set of questions.

Which are the Team Roles as per Belbin?
The analysis bifurcates one's behaviour / characteristic in the form of numbers into following eight roles (for detailed descriptions please refer Annexure 1):
1. Shaper (SH): Who shapes / focuses the ideas in crisp, specific way.
2. Coordinator (CO): Who coordinates the group.
3. Plant (PL): Who gives new ideas.
4. Resource investigator (RI): Who know very well, how to solve any problem, what to find and where he will get it.
5. Monitor and evaluator (ME): Who constantly ensures timely delivery, finds and plugs errors.
6. Implementer (IMP): Who knows and shows "How" to do the things.
7. Team worker (TW): Who works within team nicely but gets carried away with others (as per mob psychology)
8. Finisher (F): Who leads the issue to a successful closure.

What are the advantages of Belbin's Team Roles assessment?
1. It is very simple to conduct the assessment.
2. Quick results. Does not take long time. Experienced person can complete the detailed analysis of group of 20 people within four hours.
3. Does not require high tech infrastructure. Only paper and pencil is required.
4. No need to have high quality of written English. A person has to give numeric inputs (say 1 to 10).

☺

The same work under the same conditions will be estimated differently by ten different estimators or by one estimator at ten different times!!

☺

Any project can be estimated accurately (once it's completed!!).
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5. There is no time limit to complete the questionnaire. However, it can be completed in 20 minutes.
6. The questions are in simple, straight forward English. Questions ask absolute generic and typically work related situations.

What are the challenges in using Belbin's Team Roles assessment?
1. Specialist / expert is required to carry out this exercise in a structured process.
2. Confidence has to be created by trainer / assessor among the participants.
3. It is assumed that, the inputs given by person, are the natural response. In case of "Ideal" or "To be" response the analysis may vary.
4. It is paid service and not free. The set of questions are not free.

How the Belbin's Team Roles assessment is done?
The steps followed are as under:
1. The individual is to given paper with printed questions.
2. The 56 questions are grouped in seven headings.
3. Questions are to be rated based on how near / matching to one's personality.
4. Question in a group to be rated for maximum 10 and minimum 0.
5. It has to be ensured that the sum of rating in a group be exactly 10. This means if you choose only one question in the group then it has to have 10 marks. If you choose three questions then the marks can be 3+3+4 = 10 or 1+3+6 = 10 and so on.

The Table and question structure will look like as under:

Sr	Group	Question	Rating (0 to 10)
	Group 1 of 7	Question 1	
		Question 2	
		Question 3	
		Question 4	
		Question 5	
		Question 6	
		Question 7	
		Question 8	
		Sum of Rating	Sum should be exactly 10
	Group 2 of 7		
		Question 9	
		Question 10	
		Questions 11 & so on	
		Sum of Rating	Sum should be exactly 10
	Group 3 of 7 & so on		
		Question 17	
		Question 18	
		Questions 19 & so on	
		Sum of Rating	Sum should be exactly 10

6. The above questions are random. Hence the score is grouped into eight roles.

7. The table and grouping sore into roles looks like as under:

	1	2	3	4	5	6	7	8	Total of score should be 10.
Role ->	SH	CO	PL	RI	ME	IMP	TW	F	
Group 1 of 7									10
Group 2 of 7									10
Group 3 of 7									10
Group 4 of 7									10
Group 5 of 7									10
Group 6 of 7									10
Group 7 of 7									10
Total of score in column (can be 0 or as high as 30)									10

8. Final analysis of various patters in the groups is performed by specialist / trainer. Thus "Strength" and "Area of improvement" for each individual is decided.

9. Action plans about how to capitalise / deploy individual are decided, so that, group or Team as a whole gives optimum performance.

How the analysis from the assessment is done?

The score in each group indicates some behavioural aspects. For example, if the score in "Finisher" group is higher, then the resource might be under tremendous stress. The resource can quickly go into fighting mode. Resource can face physical disorder say back pain etc. However, the behaviour cannot be decided based on "standalone" score in one group. The same score having different combination with other groups indicates entire altogether new behaviour. Thus the combination of score in above eight groups result into various personalities.

How the analysis is used?

Based on score / marks on above groups, individual can be deployed to specific task. For example, "shaper" is not required at the start of project but in-between. At the same time, if any "areas of improvement" are identified then actions must be taken to improvise weak areas. For example, in case of "High Finisher", he /she need to ensure physical fitness etc.

There's never enough time to do it right first time but there's always enough time to go back and do it again

The sooner you begin coding the later you finish.

Rakesh Gupta, PMP

Sometimes we received feedback that mailers sent by the chapter have not reached the MC members. Here I would like to apprise our members that we communicate using the following channels:

- PMI membership database available through PMI,
- Yahoo groups and
- PMI Mumbai Chapter participant database.

If your email information in PMI records is up to date, then you should not experience any difficulty in receiving mailers. To update your contact information login to PMI website and make the necessary updates. We are also manually updating the information available at our chapter office so that we can reach out to participants from earlier events regularly. If you do not plan to become a PMI member immediately, but still want to be in touch with PMI Mumbai chapter activities, send your contact information to admin@pmimumbaichapter.org and we will try our best to keep you posted.

We have updated the calendar page on our web site. Now you can access the photographs of previous events during the year from the calendar page by clicking on the icon next to the event date.

:)

If project content is allowed to change freely the rate of change will
exceed the rate of progress

Check out http://www.pmimumbaichapter.org/calendar.htm

You can access Prakalp archives from
http://www.pmimumbaichapter.org/prakalp.htm

We look forward to your active participation in PMI Mumbai chapter activities.

:)

If you're 6 months late on a milestone due next week but nevertheless
really believe you can make it, you're a Project Manager

Vivek Prakash,
VP – Programs.

PMI USA organized Global Congress at Atlanta, GA, USA from 3rd to 6th Oct 2007 and I got the opportunity to represent Mumbai Chapter in the congress. PMI Mumbai Chapter regularly sends representatives to global congress being organized by PMI USA.

The focus of this global congress in Atlanta was on Strategic Planning, Branch Structure for chapters under Community Transformation Project and Performance Management Framework newly developed by PMI for assessing performance of the chapter. Emphasis on Strategic Planning is to align chapter activities with their goal and objectives to progress fast. PMI Mumbai Chapter has already put in its strategic plan and aligned the activities with the same. In

this congress, PMI further clarifies branching structure and related matter to enable chapter for creating chapter's branch in their area of operations. Poland Chapter presented a cases study of Poland chapter and branches created there. PMI MC has already initiated a branch in Ahmadabad and 1st PMP Club meeting was conducted in Nov 2007. PMI is introducing a Performance Management Framework for the

chapters to act and meet minimum required activities to sustain as chapter. This will help members to get more opportunities in terms of events and activities.

We had a meeting and break out session of all the chapters of Asian regions. Past president of Hyderabad chapter Mr. Ramam, Atmakuri is new mentor for south asian region. Present Mentor Saji also organized a dinner for Asian Region.

PMI MC participated in silent auction putting a beautiful brass elephant for auction. The final bid $90 was one of the highest bids offered for any item. The money went to PMI for charity.

PMI MC also took part in component showcase where we demonstrated the work being done by us. This was a great event for us to showcase our chapter and meet representatives around the world. Sandal wood paper openers as souvenir were also distributed.

This was a great opportunity for me to meet people, learn from them, share best practices, collaborate with other components and know things happenings in project management around the world

If you don't attack the risks, the risks will attack you

There are no good project managers - only lucky ones. The more you plan the luckier you get!

2008	PMP Club Meet 1st Sunday	PMPCE Session	Training Saturday 1	Training Sunday 1	Training Saturday 2	Training Sunday2
MONTH	DATE	#	DATES			
JANUARY	6	47	12	13	19	20
FEBRUARY	3	48	16	17	23	24
MARCH	2	49	8	9	15	16
APRIL	6	50	12	13	19	20
MAY	4	51	17	18	24	25
JUNE	8	52	14	15	21	22
JULY	6	53	12	13	19	20
AUGUST	3	54	9	10	16	17
SEPTEMBER	7	55	13	14	20	21
OCTOBER	5	56	11	12	18	19
NOVEMBER	9	57	15	16	22	23
DECEMBER	7	58	13	14	20	21

Activity	PDUs	Category	Contact
Attending Training Sessions of PMPClub	1-2 per session	3	VP PMPclub
Speaker at PMPclub	5 per instance	2d	VP PMPclub
Member or moderator of a project management panel discussion at a conference, symposium, workshop or formal course	5 per instance	2e	VP Programs
Speaker/Teacher on project management topic at a conference, symposium, workshop or formal course. E.g.: PMP CE training course faculty	10 per instance	2c	VP Programs / VP Education
Developer of content for a structured project management learning program	10 per instance	2g	VP Education
Serve as an elected officer for PMI MC	10/year	5	President
Serve as a volunteer/appointed committee member for PMI MC	5/year	5	President
Writing articles for PM	15/article	2b	VP Publicity

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