Prosperity through Networking

PMI®
Leadership Institute Meeting

Prakalp - PMI Mumbai Chapter Journal

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PMI

MUMBAI CHAPTER

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

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from the desk of the President

Dear Reader,

The Indian economy is now officially estimated to have grown at 5.3% in the October - December 2008 quarter over the corresponding months of 2007, making it the lowest year-on-year growth for any quarter since January-March 2003. Top economists believe the economy has fallen into a recession that will continue throughout all of 2009. It is expected that falling consumer demand, rising unemployment and ongoing credit crunch will fuel downturn through end of this year. Further job cuts are a possibility and when it comes to job hunting, the old bromide that it's not what you know; it's who you know is pertinent.

While Internetworking is about to become the wave of the future, even tried-and-tested methods of touching base and gathering tips are useful and perhaps even essential. It is estimated that as many as 70% to 80% of the best jobs come from effective, consistent networking, as opposed to using headhunters, blind resume mailings and job ads. At the Harvard Business School, for example, 80% of alumni find jobs via networking.

Networking is the art of building alliances. It's not contacting everyone you know when you are looking for a new job and asking if they know of any job openings. Networking starts long before a job search, and you probably don't even realize you are doing it.

professionals involved in project management to become members of the group and network to counter the recession and create an advantageous platform for themselves, once the revival times begin!

With this we hope that our efforts help you meet your long term career goals!

You are networking when you

- **attend professional or trade association meetings (Like our Chapter forms)**
- **volunteer for a local activity (Including our chapter activities)**
- **talk to other parents when attending your child's events**
- **visit with other members of your social clubs or religious groups**
- **talk to your neighbors**
- **strike up a conversation with someone else waiting at the doctor's clinic**
- **post messages on mailing lists or in chat rooms**
- **talk to sales persons who are visiting your office**

Networking is also consistently cited as the Number 1 way to get a new job. It's much better done on a more informal basis, but it must benefit both persons to be most effective.

Social networking sites like Linked In are gaining from the downturn. Both employees and employers are turning to such websites to network and sniff out job opportunities. In order to promote the use of such mediums, our chapter has formed a group by the name of "PMI Mumbai Chapter" on the Linked In website. Here is an opportunity for

Best Regards,

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from the desk of the Chief Editor

We at PMI Mumbai Chapter are glad to reach you again with the first edition of PRAKALP Journal Year 2009. The year although is being remembered so far for all the wrong reasons with recession topping that list! I stepped back to really evaluate what recession means. There are job losses, corporate frauds, many fortune 100 firms biting the dust and the stock markets at the nadir.

Reboot. Get bullish!

Form here the only place we can go is NORTH!. Be brave and be ready to accept the realities surrounding the world economy. What can you and I as professionals and practicing Project Managers do to get better to look north and change the circumstances? Well elementary my dear Watson! Go back to the basics. Go back and reopen PMBOK and Rita Mulachy and glance through the knowledge areas once again.... Ahha knowledge areas....! Yes its time to strengthen our knowledge areas and essentially competencies. Make a TO-DO List of 1 book you would read each month, one new skill that you plan to pick up in each quarter and yes take time out to relax!

Relax! Unwind and get ready!

It is important to make sure leisure is part of daily life! Take time to talk to yourself.. enjoy the silence and the music. Go put a smile on a child face! Contribute to society do some charity and something for the Corporate Social Responsibility. Can we do something to make the world a more ethical place? Yes the PMBOK talks about ethical responsibility. Can we make our customers' happy by being honest and sincere in our dealings and making sure the work we do will make the Customers business more successful? If that happens and our customers grow it will have a ripple effect and our organizations will grow! VOILA there goes recession and here comes the BULL! Meet people talk to them and know what they want in life! Network!

Network! Party and smile! ☺

So forget the recession! Don't wait for an occasion to party! Just go out and celebrate as if you just got a promotion! Make more friends! Make a difference to their life's. Smile even in adversities. Save! Save fuel, save energy save water save electricity and yes you would save money too! Saving doesn't mean being stingy and holding back your wallets!

How would you party then? ☺☺

So live like a king and feel like a king and when the world is celebrating we don't need no recession!

Hey suddenly there is so much to do during recession!! Go bullish!

Cheers!

Kummar Vaalsalam, PMP.
Vice President, Publications, PMI Mumbai Chapter.

Quality Management: An extended ARM to Project Management

By **Joji George**

The mention of the word 'Quality' in an IT Project generally triggers a mixed response. Many feel that it is a 'Necessary Evil' while others believe that it is an 'Unnecessary Evil'.

Quality Management is one of the key process areas which if planned & executed right would directly translate into perfectly executed & delivered projects, satisfied customers & continuous business.

Many of the organizations today are in the process of building a dedicated Quality team (Q-team) internal to the project or external to the project to ensure that quality standards & processes are adhered to within the project. The importance of quality management is gradually being absorbed at the grass-root level.
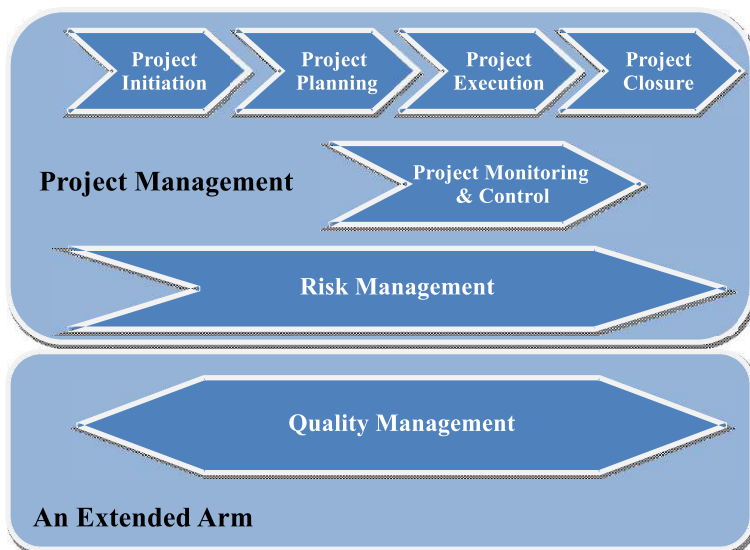
The importance of quality in a project can be understood by visualizing the journey of an aeroplane.

Consider an organization to a big size airport. There would be many different airlines & aircrafts of different sizes in the same airport. These are similar to the large & short duration projects undertaken by the organization. The pilots are the project managers who are responsible for taking these projects from one point in the system to another similar to the journey of the flight from start to destination. The senior managers or authorities are spon-sors of these airlines or projects. Also, there are the various support groups like the human resources, administrative teams, technical support (technicians) teams that ensure that the operations continue uninterrupted similar to the ground crew, cabin crew and operations support people in an airline.

Now the important question here is 'Where does the quality team come into the picture?'

To ensure the safe journey of a flight, in-fact many flights the Air Traffic Controller (ATC) is the most important entity responsible. Without actually being on the flight, they ensure that all prerequisites & checks before take off are complete. They monitor & ensure a planned takeoff & similarly a smooth planned landing. Moreover during the flight they continuously monitor the flight plan keeping an eye on the actual data like altitude, speed, flight path etc. In case of turbulence they warn the pilots & also guide the aircraft to safety.

Similarly the Q- team is an important entity to the projects as an ATC is to a flight. quality team ensures that during the Initiation & Planning phase, the 'Project Management Plan' is created & released, signed copy of contract is available for reference, estimation & scheduling done and the project is all ready to take off.

During the project execution phase, periodic audits help understand if the project is being executed as per the plan. Whether there are any warning signs of the project running into turbulence. They suggest corrective plan to bring the project back on the right path in case of any deviation from the plan. Finally at the closure phase the Q-team ensures that the deliverables meet the planned quality standards. At this stage, all project related artefacts are collated & archived into the organization repository that will help similar projects in future.

Therefore the Q-team is as an extended arm of the project for successful execution & completion of the project. Hence it is very important to identify this team as a key stakeholder when formulating the 'Projects Stakeholders Matrix'.

Involving the Q-team right at the initial stages of the projects would mean gaining invaluable input from past projects for the project team. Some of these beneficial inputs are common defects / issues encountered during the past projects, learning's, good practices, commonly encountered risks, constraints, and a guide to realistic schedule estimation & resource estimation etc.

Normally it so happens that during project execution when pressure of delivery builds up, knowingly or unknowingly there tends to be a compromise on quality. At this point the project teams tend to overlook or skip key processes like reviews, capturing common defects, documentation of key

decisions/ changes etc. This is where the Q-team plays the important role of 'Quality Assurance' to ensure that no corners are cut. Infact they serve as a third eye to the project manager & senior management to ascertain that the project is employing all processes to maintain the committed level of quality & thereby meeting the project's requirement.

Escalation to the senior management in case of a significant deviation would be a timely trigger to ensure that there would be no surprises at a later stage & to ensure that the project team would take corrective action to get back on the right path at the earliest.

Capturing metrics and data analysis is a vital activity when it comes to efficient monitoring & controlling of the project. From the analysis, the Q-team can help the project team understand the current status & predict where the project is headed.

Q-team adds value by participating in & driving forums like 'Defect Prevention Meetings' by making sure that these activities are done in the right spirit rather than it turning into a blame game session.

Having quality models like CMMI & standards like ISO is a necessity for any Organization in today's competitive environment. The organization can only achieve certifications if the individual projects comply with processes & standards. Preparation for these mandatory certifications/ standards is normally a Herculean task & time consuming too. This is where the competence & skill of the Q-team comes handy. They drive these key initiatives thereby ensuring that both the project & organization attains their ultimate objectives & goals.

To summarize, Quality should be an integral part of the Project & should be considered as the 'Guardian Angel' rather than a 'necessary or unnecessary evil'.

About the Author: Joji George is a practicing professional with a work experience of over 14 years. He has worked in process & quality, consulting and project execution across various technologies/domains like ERP, open systems & mainframes.

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Innovation Management Mantra
Maximizing Performance through Innovation

By **Mr. Kartik A.Thakkar**

Abstract

Over the last few decades, we have seen companies operating in a highly competitive environment. The economy is referred to as 'customer-driven'; one with firms allowing consumers to dictate specification and quality standards, and working out corporate strategies revolving around the customer. The key to success depends upon innovation as a tool taken into consideration; 'Innovation management model tool box' fosters a long term relationship and improvement on standing, trust, and loyalty with the customer.   This article addresses the challenges of all process complexities, geographical spread of industry players, and stakeholders using key collaborative technologies like workgroups, expert finders, and knowledge management solutions. These solutions include indexing and archiving; thereby leveraging on providing a unique opportunity of harnessing and reaping benefits from innovation management tools for cost reduction in the automotive industry as an illustration. However, it is applicable to all industries.

Keywords: Innovation Management, Knowledge Management

INTRODUCTION

The automotive industry is a classic example of an industry with fierce competition and shrinking margins where cost and reliability are the differentiators. Yet, in an industry struggling with margins, Toyota has been remarkably increasing its margins per car. In 2002, Toyota earned $1800 per car, whereas, GM made $300 and Ford lost $240. Research shows that the key to maintaining these margins has been Toyota's relentless pursuit of cost reduction. Toyota achieves these margins by relying on their suppliers' innovative suggestions on reducing cost. As a result, Toyota identified 174 key components including air bags, brake systems, and fuel pumps, where suppliers could reduce costs.

About this, I remember a famous quote on innovation from Mr. Hector Ruiz (CEO, Advanced Micro Devices) as, "The engine of real economic growth is not technology but innovation."

INNOVATION MANAGEMENT MODEL LOGIC TOOLBOX

The process of managing innovation (or innovation management, as it is commonly known) is the practice of gathering and evaluating innovative ideas in a structured

fashion, with a goal of selecting the best ideas with the greatest bottom-line potential for implementation. This enables companies to solicit targeted ideas from all stakeholders and gather them into a centralized online database.

For example, Volvo saved millions of dollars using innovation management for three company goals:

l   Maximize number of programs to market

l   Lower new product market entry cost

l   Shorten time to market by 50 percent

Innovation management is facilitated by the use of innovation management tools. They are generally Web based, which enables them to transcend traditional geographic barriers. Innovation management system also provides a structured process of evaluating and sharing ideas; so decision takers can quickly zero in on those with the greatest potential (Fig 1). This tends to result in a larger quantity of very high quality ideas.
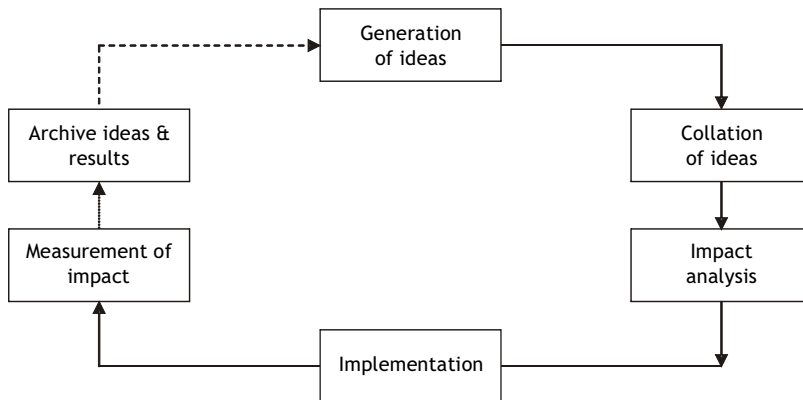
Figure1'

Innovation management systems have traditionally evolved from knowledge management systems, since a large cache of knowledge was already available for quick and easy access. Depending on their mode of operation, software in this category is variously classified as the following:

● Idea management

● Innovation lifecycle management

● Environmental innovation management

● New product development

● Outside-the-box' innovation management

CHALLENGES TO SMOOTH EXECUTION

However, the ground reality is that a smooth execution of these methods has many hurdles. Some of these are described below.

Corporate Humour

Top 10 signs
your company is going to downsize

▼ Company Softball Team is converted to a Chess Club.

▼ Dr.Kevorkian is hired as an "Outplacement Coordinator".

▼ Your best looking women in Marketing are suddenly very friendly with the dorky Personnel Manager.

▼ The beer supplied by the Company at picnics is Schlitz.

▼ Weekly yard/bake sale at Corporate Headquarters.

▼ Company President now driving a Ford Escort.

▼ Annual Company Holiday Bash moved from the Sheraton to the local Taco Bell.

▼ Employee discount days at the local "Army & Navy Surplus Store" are discontinued.

▼ Dental plan now consists of a Company supplied kit (String, pliers and 2 aspirin).

▼ Your CEO has installed a dart board in his office marked with all existing departments in the Company

Setting metrics and tracking

Several metrics need to be set in the context of cost reduction in the auto industry. These could be for overall organizational goals and / or / could be drill-down metrics for specific entities like departments, suppliers, and product lines. Most organizations have sub-optimal metrics setting processes.

Multiplicity of stakeholders

These initiatives require a multitude of inter and intra enterprise entities to work together.

Inability to leverage past experience

An automotive manufacturer lowered the door trim décor sheet and thickness for one of his models. However, the same could not be replicated across other models being made in various locations due to absence of a structured process to share the information. Given today's geographically disparate mode of manufacturing operations, inability to leverage past experience becomes a significant challenge.

INNOVATION MANAGEMENT AS A SOLUTION

Challenges can be overcome by implementing an innovation management solution, which has inherent features to address these challenges.

Key collaborative technologies like workgroups, expert finders, and knowledge management solutions like indexing and archiving can be leveraged to create a solution to address all the challenges.

As illustrated, some of the key challenges are addressed below:

- Reallocation of targets
- Identify target owner and team
- Collate ideas
- Archiving
- Evaluation and analysis
- Project implementation and measurement

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MANAGING DOWN TURN

as an Organizational Project

By **Kanti Gopal Kovvali**

Exploring the principles organizations use to manage normal situations, key success factors to manage a down turn and how organizations can successfully manage a down turn by making it an organizational project.

INTRODUCTION

In the last two months, most companies have pressed the panic button and are managing the down turn in a hysterical manner. The first sign of hysteria is an across the board cost cutting. What's being cut does not seem to matter. This could mean deep cuts into R&D at the cost of innovation, cuts in marketing budget at the cost of connecting with customers, cuts in training at the cost of capability building and down sizing of employees at the cost of losing tacit knowledge.

This hysteria is a result of the extreme dissonance between what organizations are capable of handling in normal situations and what they are expected to handle during a down turn. It's a different matter that most companies may not be geared to completely leverage opportunities during an upturn. However in a growing market companies do enough to satisfy the investors. Hence the dissonance is conveniently ignored.

In this paper, we explore the principles organizations use to manage normal situations, key success factors to manage a down turn and how organizations can successfully manage a down turn by making it an organizational project.

MANAGEMENT IN NORMAL SITUATIONS

a) **Top driven thinking:** In general senior leaders decide on strategy, the next levels plan and supervise execution. The basic paradigm here is that senior leaders have enough visibility and understanding of the environment and can take wise decisions.

Leaders in most organizations are incredibly arrogant. They have a high sense of self and believe in taking decisions themselves. Leaders reward people who are aligned and sideline those with alternative perspectives. Top driven thinking works well when the environment is relatively stable and old business assumptions work.

b) **Functional Working:** The primary division of every organization is functional. Even in Divisional/ SBU organizations the drilled down structure is largely functional. Cross functional forums are created to eliminate the demerits of functional structure while taking advantage of the inherent specialization that is possible through such a structure. However in most organizations the cross functional forums at best are reactive. There is so much competition between departments that some times you wonder if the company really needed a competitor organization. Thank God for small mercies, most companies are like this, which places everyone on a level playing field.

c) **Problem focused management:** Most Management teams spend time on either creating fire or extinguishing it. Leaders proactively or reactively look for system bottlenecks and remove them. The assumption that one makes in problem focused management is familiarity of the problem. Let's say you are providing X services to the customer and there is a gap. One knows that there is a problem. Problem focused management aims at removing the gap. What if the customer loved you and still moved away because he wanted to try out some thing new? Think of your multiplex experience

d) **Annual/ half yearly goal setting:** Organizations set goals in either January (if you are a multi national) or in April (if you are an Indian company). January/ April coincide with financial year. Largely the goals set are based on best internal estimates of organizational capacity. After rigorous dialogues and give an inch- take a foot approaches that span 3-4 months, organizations increase budgets between 10-15 % from the previous year. Generally most organizations revise these budgets twice or thrice in a year. So at the end of the year you have an initial budget, revised budget, final budget and some times a year end budget). In normal situations none of this seriously impacts the organization as the market is there, customers buy and you any ways will grow. Even if the organization does not do the farcical budgeting exercise, they will still achieve what ever they achieve. It's a different matter that budgetary planning and review exercises provide good recreation and some thing to do for senior leaders to escape boredom.

e) **Organizational boundaries:** In normal situations, Organizations compete against others companies in the same space. They look at "Company" as an entity and try to get best deals from suppliers and sell at the best price to customers. Several companies demonstrate suspicion with the motives of suppliers and try to continuously bargain for better deals. Some of them keep changing suppliers in the hope of keeping cost down. Rarely do you find companies involving customers/ suppliers in the design phase, in seeking technical advice and using customers to do an organizational audit for feedback on those activities that are not adding value to the final customer. It does not matter in normal situations as you anyways make money.

F) **Selection of Leaders:** In normal situations, corporates promote two types of people for leadership roles.

a. The balanced type: These kind of people have some thing of every competency – not significant in measure but sufficient to be noticed. They are non-controversial and know how to navigate the organizational labyrinth. They are neither a threat to peers or to the leaders. They know what to speak and when and in what measure. So they generally navigate upwards. They are like your all-rounder in cricket, can bat a little, bowl a little and field a little. The challenge is only when they face a Tendulkar while bowling or a Wasim Akram while batting. And down turns pose a lot of Tendulkars and Wasim Akrams and these leaders end up clue less.

b. The aggressive type: They are so aggressive that their reporting managers keep promoting and moving them out of their teams to maintain their sanity. When these aggressive types land up at the top, they generally come with an "I have arrived-I know it all-Others are idiots' attitude".

In normal situations, the balanced type leaders lead through budget management and the aggressive types lead by continuously keeping everyone off balance. Both these leadership types are unfit to lead in a down turn. Imagination and Humility are two key leadership characteristics that guide organizations to success. Such leaders think out of the box and they genuinely engage people and seek their thinking and action leadership.

So it is no wonder that organizations which are at best mediocre in the best of times, get into serious trouble in times as we are witnessing right now. Now the moot question. If organizations are so mediocre, how do they succeed in the first place? Reason one is it's a level playing field as I have mentioned earlier. Secondly most successful organizations use consultants where ever it matters.

How many times have we heard a leadership team proudly announce that they have hired a big consulting firm for advice on strategy or business process improvements or a sales strategy or HR restructuring? What the heck are the senior managers of a company meant for if they do not do these things?

Just to summarize, most organizations neither have the structure, mindset or leadership that produces excellence. They beat their mediocrity by out-sourcing what truly matters and after that it is life as usual.

The Typical Organizational response to a Down Turn

Mediocre organizations when in trouble react. They focus on survival, go in for panic cost cutting and generally spread negative energies across the company.

What should companies do differently?

Down turn requires a change in organizational paradigm. A fundamental shift is required of organizations in the following areas:

1. A shift from strict demarcation of the planning and implementation roles to every body in the organization being engaged completely in planning and effective execution

2. From thinking and responding from own organization perspective, the responses should be as an industry which constitutes of competition, suppliers, employees, community and of course own organization.

3. From static goal setting to dynamic goal setting, all employees (including the Managing Director) to have four fortnightly goals each. Two goals should be on removing waste and two goals on creating new value. These goals should be measured every fortnight. People wonder how an MD can be measured every fortnight. Isn't the role strategic? We agree. However strategic ideas do not come in six months and one year. Strategic, customer centric and culture building ideas come every day if the MD and the top team engage in real business.

> **Down turn requires a change in organizational paradigm. A fundamental shift is required of organizations**

4. From thinking of leadership as a level to creating a leadership cadre consisting of self motivated employees across various levels and departments. The members of the cadre should be those who have the capacity to think systemically and their presence should make ordinary people feel extraordinary and get the best out of them. The leadership cadre engages people and works on projects. Each of such project teams consist of people across levels and departments.

In order to make this fundamental shift happen, organizations should manage Down Turn in a different way, not as a side intervention but as a comprehensive Organizational Project. Any good project has a clear scope, outcome measures, a start point & an end point. Managing Down turn as an Organizational Project helps in bringing the necessary impetus. How do you go about managing Down Turn as an Organizational Project? Just follow these indicative steps

Managing DOWN TURN as an Organizational Project

I. Defin e what you want to achieve:

Let's say that the down turn will continue for the next two years. Visualize your organization in Jan 2011. Describe your aspiration for your organization as a leadership team. I am sure you do not want just effective cost management, you would also want growth. When the economy goes through significant change such as what is happening now, the rules of the game are bound to change. Therein lay your chance. Especially if you are not the number 1-2 or 3 in the industry, consider yourself lucky. You have nothing to lose, no notable paradigm of success to shackle you. You can dream big. Dream from your heart. If you find that the passion is not coming through, step down and pass on the baton to the team that has the heart to dream.

II. Plan and Implement together:

Get out of your board rooms and go to your people. Meet people in small and large groups and ask this question "If you are the CEO what will you do to make this organization successfully navigate the down turn, become a top player and position oneself strongly to leverage the upturn?"

Become curious, listen and learn from each employee. In this process you will realize how lucky you are to have such gifted people in your organization. You can engage people on one to one or in small or large groups. There are interesting methods such as "Large Scale Interactive Processes" that can engage 200-1000 people at a time. So you can actually get people to plan and create implementation plans in a very short time. In one organization which had 6000 employees, using the large scale interactive process the organization was able to plan change and create implementation actions within six days time. That is some pace….

Using large scale interactive process every quarter (you could use the canteen, open space or a school playground as a venue) you could steer the organization through the down turn and position it strongly for future.

III.Break organizational boundaries, think strategy and structure innovatively:

In a down turn companies should think from an industry point of view. Instead of a sales and marketing function what you need is a demand generation council involving customers, suppliers, competition, financial institutions, community representatives and of course your good old sales and marketing function). Demand generation in a down turn has to be strategized at a macro level.

Even if you do not want to involve competition as you believe in "winner takes all" attitude, engage atleast customers, banks and suppliers. Down turn is based on sentiment as much on reality. Engaging the System builds deeper perspective, trust and concerted effort by all the constituents to make you and through you make themselves successful.

> **In a down turn companies should think from an industry point of view. Instead of a sales and marketing function what you need is a demand generation council.**

The impact of down turn is generally on the organized sector and then slowly it impacts the unorganized sector. The unorganized sector operates through a different lending system and the buying and selling in many cases is local. Stimulate that sector to bring about bottom up revival (unorganized sector providing the stimulus for the organized sector).

If there is a most opportune time to implement Blue Ocean thinking, this is the time. Look for new markets, new uses, new customers, and new value propositions. Engage your employees to come with innovative ideas. Encourage your employees to go to the market and observe your customers and non customers. There could be several hidden needs that you could uncover and serve.

Think of your customers as employees and employees as customers and apply lessons from multi level marketing and ITC's Shakti model)

IV. Change the Organizational Language and Symbols:

Language creates outcomes, and if wrong language is used it creates unintended outcomes. For example use the term "Waste" rather than "Cost". The term "waste" connotes that which is not adding value.

Similarly in a down turn junk organizational titles. Instead of giving some formal titles, give titles based on the individual's contribution and withdraw the same if the person does not continue to demonstrate the same. Designations such as CEO or Vice President or Manager or Executive have no meaning. Use designations such as "Organization builder", "Planner", "Waste Eliminator", "Team Builder", "Customer Value Creator". For example an organization builder need not just be a senior leader; it can be a low level worker if the person builds sustainable processes. If people do not fit into any of these, give them no designation. It is also an indication that the person is not adding value to the organization.

Generally people of the same department sit together in an office. Change that and get people who serve common customer(s), processes, to sit together. A person should have his internal supplier and customer in the same room and sitting next to each other.

Similarly get the entire leadership team to sit in a single room. Now you have broken all the physical barriers. This promotes surfacing issues; surfacing issues leads to knowing each other;

knowing each other builds trust; trust gives impetus for collaboration and collaboration leads to high performance.

V. Set rolling fortnightly goals and evaluate the Project progress every fortnight:
Junk the annual and half yearly PMS systems. They mean nothing even otherwise, in a down turn they contribute to the disaster. Every individual should pick up goals in their process teams and they should be categorized as business redefining, demand creating, value creating or process improvement goals. They should be evaluated every fortnight through a simple process of group dialogue. And new goals set. This kind of fortnightly goal setting builds dynamism into goal setting. Also yearly and half yearly goals make employees lazy)

VI. Celebrate as if it's a BIG Indian Wedding:
Remember the BIG Indian Weddings, the loud drums, the dance, gulaal, involvement of spouses and children and lot of laughter. Make your recognition events BIG celebrations. Take a cue from the north Indian marriages. Loud, High Energy and Fun. Make every achievement as an excuse to celebrate people by making them special; get them to sit on horses with swords – leaders dancing in front and everyone joining the party. In a down turn you wipe out the gloom by celebrating every win as if it is a big Indian wedding and using the energies such a celebration creates for greater successes.

Conclusion
Managing the Down Turn can be a great lesson on how to manage organizations in general. Organizations can experiment new behaviours, new organizational models, new collaborations and new ways of working. And when it happens, you not only transform your organization, your people but also transform all those who are connected – customers, employees, families, suppliers, competition, community and et al.

About the Author:

Kanti Gopal Kovvali is an Organization Development professional with 17 years of experience encompassing HR Consulting, Corporate HR and managing BPO Operations.

Currently he is working for Right Management (formerly Grow Talent Company) as a Vice President - Consulting Services. Right Management is strategic HR consulting firm and is part of the US $ 22 billion Manpower Group. Kanti works in areas such as Leadership Assessment, Potential Development, Change Management, Employee Engagement and Career Transition. He has a Master's degree in Personnel Management and Industrial Relations from Tata Institute of Social Sciences.

The views expressed in this article are his personal views. He can be reached on kanti.gopal@right.com

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CORPORATE HUMOR

XYZ-Soft IT Landing

A pilot is flying a small, single-engine, charter plane with a couple of really important executives on board into Seattle airport. There is fog so thick that visibility is 40 feet, and his instruments are out. He circles looking for a landmark and after an hour, he is low on fuel and his passengers are very nervous.

At last, through a small opening in the fog he sees a tall building with one guy working alone on the fifth floor. Circling, the pilot banks and shouts through his open window: "Hey, where am I?". The solitary office worker replies: "You're in an airplane.". The pilot immediately executes a swift 275 degree turn and executes a perfect blind landing on the airport's runway five miles away. Just as the plane stops, the engines cough and die from lack of fuel. The stunned passengers ask the pilot how he did it.

"Elementary," replies the pilot, "I asked the guy in that building a simple question. The answer he gave me was 100% correct but absolutely useless; therefore, I knew that must be XYZSoft's Support Office and from there the airport is three minutes away on a course of 87 degrees."

Project governance and PMO

By **Ajay Patil**

In large organization, in one project there will be involvement of different teams and each team will have different set of priorities. Managing this and aligning teams to end project goal and in a way aligning it to corporate goal is huge task.

In today's world many corporate have well established corporate governance framework and policies. Corporate Governance relates to accountabilities and responsibilities for the management of the performance of an enterprise. This is required because of competition from the global marketplace, regulatory scrutiny, demanding end customers, corporate pay enough attention to governance. Many corporate have started putting organization wide project management under umbrella of corporate governance to align the projects to corporate strategy and goals.

Here project governance is expected to extend the principle of governance into the management of individual projects. Leveraging on sound project management practices also provides competitive advantage. While individual project managers are expected to deliver on-time, on-budget, on-scope, Organization wide project governance is not only expected to deliver this but add value in terms of savings, improved quality, consistent management reporting and drawing synergies between many projects which are running within organization.

Good project governance to ensure:

- select the right projects
- they generate the expected value
- projects are well managed, monitored and controlled

There are many challenges to deliver what is expected from project governance team. Due to global nature of business today many will have local and global reporting. Merger and acquisitions are order of the day and with this corporate vision undergoes change and project governance has to align to the same. In large organization, in one project there will be involvement of different teams and each team will have different set of priorities. Managing this and aligning teams to end project goal and in a way aligning it to corporate goal is huge task.

This is where many organizations felt need of Project Management Office (PMO) which is responsible for organization wide project governance. PMO function if not managed well just becomes coordinating unit & on lighter note people call it post masters office, but mature PMO delivers much more and contributes to organizations growth

The PMO is the center of project management best practices within the Organization. It is a shared competency designed to integrate project management practices within an organization. Important point to note that project management skills especially soft skills like negotiations for resources, communications, motivating are transferable. Having these skills available with shared competency like PMO makes it easy to deploy them between projects managed by PMO. Over period PMO has good amount of knowledge base and tools from the lessons learned on other projects. This becomes intellectual property and organization can leverage on the same.

A good PMO is expected to perform following

- Define organization wide project standard processes. This has to include qualifying criteria for the project , approval processes . Approval processes can be different based on commercial value and purpose of the project.

- Project prioritization and Resource allocation: There will be demand to deliver many projects but as central authority PMO should prioritize projects and allocate company resources based on priority

- Planning and execution: PMO should integrate efforts, continuously assesses and refines approaches and plans, ensures good communication. Direct or guide project managers to achieve defined outcomes aligned with business strategy.

- Project reviews and reporting: Managing stakeholders is of prime importance. PMO has to ensure there are milestones set and projects are reviewed periodically and management is kept informed of the key outcomes, delays, failures. In organization delayed delivery on one project can have ripple effect and may bring down entire business plan and this is an important activity

- Tracking ROI post project closure: The project business cases project ROI and based on which management approves projects. PMO at initial stage validates these business cases but post project delivery very few organizations track actual ROI. Though there can be debate on who should be tracking ROI, ideally PMO can take up this responsibility and will help organization to realize the benefits promised in business case.

A Successful PMO adds consistency to project management within the organization, shows value both to management by Maintaining links to business strategy and line project managers by balancing its roles of project control vs. project support.

PMO role and governance structure varies from organization to organization. Basic PMO function may provide project policies and manage organiza-tion wide project communication where as at more mature level it will

- Establishes an executive control board

- Establishes/enables requirements for cross-functional business support

- Recommends adaptation of business processes

- provides review and tracking of financial expenditures

In governance structure most organizations have individual project working committees and one organization level project steering committee; both these committees have PMO representation.

Working committee meetings take place frequently on agreed interval or sometimes these are called for on need basis. In working committee PMO reviews the project progress and also facilitates resolution of any dependency or dispute.

Project Steering committee normally comprises of senior management where project milestones are reviewed. Any major budget, scope, schedule variances are discussed and wherever management inputs or actions are required are provided. This is final decision-making authority in project governance structure

Establishing good PMO in organization is an important task to ensure good project governance especially for growing organizations where multiple initiatives run in parallel. Successful PMO will lead to successful delivery of projects aligned to enterprise business strategy.

Ajay Patil

Requirements DEVELOPMENT MANAGEMENT

By **Hitesh Sanghavi**

Difference in objectives of RM (Requirements Management) and RD (Requirements Development):

The purpose of RM is to "manage" the requirements of the project's products and product components whereas that of RD is to "produce" customer, product, and product component requirements. RM identifies inconsistencies between requirements and project's plans/work products, whereas RD analyzes the customer, product and product component requirements.

RM and RD stakeholders:

RM and RD stakeholders are customers, end users, developers, producers, testers, suppliers, marketers, maintainers, disposal personnel, and others who may be affected by, or may affect, the product/process.

Difference in Base and Advance practices.

RM does not have advance practices built on the base practices, but RD has 2 cases.

A. In RD,SP1.1-1(base practice) we have "collect stakeholder needs" and in RD 1.1-2,(advance practice built on base practice), we have "elicit needs" which is relatively more proactive. Thus RD 1.1-2 is included in the staged model and it subsumes RD.SP1.1-1(base practice)

Elaboration:

Requirements Elicitation includes:

1. Problems Of Scope.

2. Problems of understanding.

3. Problems of volatility.

System engineers must approach the RD gathering activity in an organized manner like:

- Assess the business and technical feasibility for the proposed system.

- Identify people who can specify requirements and understand their Organizational basis.

- Define the technical environment (e.g., computing architecture, operating System, telecommunications needs) into which the system or product will be placed.

- Identify "domain constraints" (i.e., characteristics of the business environment) that limit the functionality or performance of the system or product to be built.

- Define one or more requirement elicitation methods (e.g., interviews, focus groups, and team meetings).

- Solicit participation from many people so that requirements are defined from different points of view; be sure to identify the rationale for each requirement that is recorded.

- Identify ambiguous requirements as candidates for prototyping for functional, behavioral and performance modeling.

- Create usage scenarios to help customers/users better identify key requirements.

B. In RD,SP3.5-1 (base practice) we have "validate requirements" and in RD 3.5-2,(advance practice built on base practice), we have "validate requirements with comprehensive methods" which is relatively more detail.Thus RD 3.5-2 is included in the staged model and it subsumes RD.SP3.5-1(base practice)

Elaboration:

The work products produced as a consequence of RD are validated to ensure that all system requirements have been stated unambiguously; that inconsistencies, omissions, and errors have been detected and corrected; and that the work products conform to the standards established for the process, the project, and the product. Following checklist can be useful.

1. Is the requirement bounded in quantitative terms?

2. Is the requirement testable? If so, can we specify tests validation criterion?

3. Have requirements associated with system performance, behavior, and

operational characteristics been dearly stated? What requirements appear to be implicit?

4. Are requirements stated clearly? Can they be misinterpreted?

RM defines process for collecting and defining Customer requirements, Project management requirements and process specific requirements, necessary to be satisfied by the organization.

This checklist may help RM activity:

1. Has the final statement of requirements been checked against the original source?

2. What other requirements relate to this requirement? Are they clearly noted via cross-reference matrix or other mechanism? Does the requirement violate any domain constraints?

3. Is the requirement traceable to any system model that has been created?

4. Is the requirement traceable to overall system/product objectives?

5. Is the system specification structured in a way that leads to easy understanding, easy reference & easy translation into more technical work products?

6. Has an index for the specification been created?

7. Is the source (e.g., a person, a regulation, a document) of the requirement identified?

8. RM ensures reduction of costly rework, or customer rejection by establishing the criteria for the acceptance of requirements to see that

requirements are clear, complete, consistent with each other, uniquely identified, implementable, verifiable and traceable.

In RD, requirement analysis is used to understand, define and select the requirements at all levels from competing alternatives. RD normally follows RM in a logical sequence by Collection and coordination of stakeholder needs and development of the life-cycle requirements of the product. It analyses, validates and communicates customer needs, expectations and constraints to obtain detail satisfaction and acceptance criterion from customer. RD ensures identification and refinement of requirements due to design decisions, planning decisions and subsequent corrective actions in the product's life cycle. The processes of RD will generate product and product-component requirements that will also be managed by the RM processes.

Use cases can help to elicit and express requirements by answering the following

1. What main tasks or functions are performed by the actor?

2. What systems information will the actor acquire, produce or change?

3. Will the actor have to inform the system about changes in the external environment?

4. What information does the actor desire from the system?

5. Does the actor wish to be informed about unexpected changes?

RM process area expects a common understanding to be developed between the project stake holders from the customer's side and software development organization. Project related requirements from process areas like RD, technical solutions, Product integration, verification and validation (testing) shall be created when these process areas are enacted. These evolving project and process requirements changes may "dynamically and often recursively" affect all other engineering process areas. Functional and non functional requirements review by SME (Subject matter expert) ensures consistency between the RM document, project planning, WBS, work products and products components to ensure smooth implementation of the design and coding activities. RM takes care of managing the requirements developed in the RD stage and subsequent stages of the life cycle by handling requirement changes and sign-offs in an organized manner. As and when RD changes the requirements, RM manages and controls the requirement changes and assesses its impact on other work products and the phases of the life cycle. RM process ensures that requirements are reviewed by an agreed SPOC (Single point of Contact) from the customer, after necessary review on functional, non functional and technical specifications. The requirements are decomposed for clarity and systematically negotiated without keeping any TBD (to be decided) factors. This ensures that misunderstanding, misconception and assumptions in the documents are

resolve at an early stage of life cycle. This prevents them to be converted into risk in later phases of the life cycle.

RD achieves the establishment of the customer requirements wrt the life-cycle phases and product attributes (e.g., safety, reliability, maintainability, usability, accuracy etc) as shown below in Barry Boehm's Product Characteristic chart.

Difference table for RM and RD process area:

Requirements Management	Requirements Development
Deals with communication between requirements analysts and customer. RM is customer management oriented.	Deals with communication between PM, domain and functional architect, designer and his team. In object oriented domain, it relates to defining services.
RM process defines a clear and explicit understanding of all the project activities executed by the SW development organization. This is also agreed by the customer SPOC, and PM communicates various technical/ non technical aspects of the requirements to his team members.	RD collects stakeholder needs, expectations, constraints, formulating product and product-component requirements, and analyzing and validating them. For customer needs be clearly identified and understood at every stage , an iterative process is used throughout the project life cycle.
RM manages the activities emerging out of RD and other PA in the life cycle. Several process activities shall get added to the project plan (eg. Staff training, review requirements, test equipments, interfaces, integration environments, documentation requirements, prototyping needs etc) at various phases of SDLC.	RD proactively elicits customer requirements by the way of technology demonstrations, Interface and technology working groups, project reviews, questionnaires, interviews, brainstorming, simulating operational scenarios and walkthroughs, business case analysis, end-user task analysis, prototypes, models, ?market surveys, beta testing and reverse engineering.
Bi–directional requirements traceability is maintained using matrix format which helps in managing control of requirement changes by using CRL(Change request log) and version control process (configuration management) and its impact on project planning, design, WBS, coding and the testing activities is logged.	Sometimes there are several iterations of refinements in the architecture (product or product components) and thus in the detail design and so on due to variation of: -Design Constraints and· Technological limitations, risks,· Cost, effort, time and schedules· -Implied needs by the customer and uncontrolled factors introduced by the developer's unique business considerations, regulations, and laws.
GP 2.3 RM uses requirements tracking tools, traceability tools and bi-directional matrix to manage requirement changes	GP 2.3 RD uses requirements specification tools, simulators, modeling/ prototyping tools , scenario definition and management tools.
GP 2.5 RM training includes: Application domain, Requirements definition, analysis, review, Configuration management and RM tools, Negotiation and conflict resolution	GP 2.5 Examples of TD training includes :??Application domain,?? Requirements definition, analysis and requirements elicitation,??Requirements specification, modeling and tracking
GP 2.6 RM deliverables placed under configuration management are requirements and requirements traceability matrix.	GP 2.6 RD deliverables placed under configuration management are customer requirements, functional architecture, product and product-component requirements and Interface requirements.

GP 2.9 Work products reviewed include requirements and requirements traceability matrix.	Work products reviewed include product and product-component requirements, Interface requirements and functional architecture.
There is **1 goal (5 specific practices with 2 base practices)** for RM a) **Manage Requirements**	There are 3 goals(10 specific practices) ie a) **Develop Customer Requirements** b) **Develop Product Requirements** c) **Analyze and Validate Requirements**
RM does not have any advance practice built on the base practice.	RD has 2 advance practices built on base practices.
Typical RM work products are: For successful RM implementation, we have the following work products. 1. Criterion for evaluation and acceptance of requirements with results of analyses against criteria.(SP1.1-1) 2. An agreed to set of documented requirements (complete, consistent, verifiable, traceable, unique and appropriate to implement) with commitments(SP1.1-1) .This can be in a document called URS(User requirements specification) 3. Requirements Impact assessments (SP 1.2-2). 4. Requirements status in requirements database with decision statements.(SP1.3-1) 5. Requirements Traceability Matrix and tracking system procedures. (SP 1.4-2) 6. Documentation of inconsistencies including sources conditions and rationales and the follow-up corrective actions. (SP 1.5-1) 7. Corrective actions	**Typical RD work products are:** For successful RD implementation, we have the following work products. 1. Customer requirements(SP 1.2-1) 2. Customer constraints on conduct of verification and validation. (SP 1.2-1) 3. Derived requirements and relationships amongst them.(SP 2.1-1 and SP2.2-1) 4. Product requirements and product component requirements(SP 2.1-1) 5. Requirements allocation sheet and provisional requirement allocations(SP2.2-1) 6. Design constraints(SP2.2-1) 7. Interface Requirements(SP2.3-1) 8. Operational and disposal concepts(SP3.1-1) 9. Product installation, operational, maintenance and support concept(SP3.1-1) 10. Use cases, activity diagrams, OOAD, services identified and timeline scenarios. (SP3.1-1 & SP 3.2-1) 11. Functional architecture(SP 3.2-1)

About the Author:

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Project Management of **BPR Projects**

This is a 2 part series of BPR Projects. In first part we would discuss about BPR Projects. In second part we would discuss considerations for BPR Projects and BPR Project Management.

By **Chandrashekhar S. Joshi**

Introduction

Business Process Re-engineering (BPR) is becoming a buzz-word in many industries for variety of reasons. As the BPR project covers operations of whole organizations and involves everybody i. e. from top management to the grass-root level employees, its project management has to be different and has to be carried out in such such a way that the project objectives are achieved whitin the budget and schedule contraints. To understand the different countours of project management in BPR, first we need to understand what is BPR. Considering these aspects, this article gives breif details of BPR, special requirements / considerations for a BPR Project and its management.

Business Process Re-engineering (BPR)

Definition

The dictionary.com(1) defines BPR as "Any radical change in the way in which an organisation performs its business activities. BPR involves a fundamental re-think of the business processes followed by a redesign of business activities to enhance all or most of its critical measures - costs, quality of service, staff dynamics, etc."

The wikipedia.org(2) defines BPR as "it is, in computer science and management, an approach aiming at improvements by means of elevating efficiency and effectiveness of the business process that exist within and across organizations. The key to BPR is for organizations to look at their business processes from a 'clean slate' perspective and determine how they can best construct these processes to improve how they conduct business."

As stated above, organizations evaluate their processes in 3600 to find out any inefficiencies in them, mismatching of processes, etc. This evaluation is generally carried out by exnernal experts, so that it is carried out in impartial way.

Need For BPR

Considering today's competitive world, increasing awareness of consumers, freeing of market economies, etc. generally organizations carry out BPR to meet or or more of following reasons:

- Reducing Material Costs
- Reducing Working Capital
- Reducing Overhead Costs
- Improving On-time Delivery Performance
- Increasing market share
- Reducing Quality Costs
- Any other important reason, which management may find suitable

BPR Considerations

As BPR is carried out for all levels of employees and for almost all processes in the organization, following points need to be covered:

- The top Management should be actively invloved in BPR exercise and their support is very crucial.
- Employees awareness at all levels has to be created before and during BPR Project.
- Involvement of key-decision makers in employees union (if present), middle and senior level of managment is mandated.
- The consultants chosen for BPR should have good experience of Industry and their pain-areas.

How BPR is performed?

After going through the brief details of BPR, let's talk about how BPR is performed. Experts are divided over how to perform BPR, different expert use different methodoly, here I am explaining a methodology successfully adopted by us for a global BPR project for an MNC manufacturing engineering goods having operations in the American Continental, Europe and Asia. First we would elaborate the steps involved in the BPR Project and then the steps themselves.

- Identification & finalization of Goals

- Initial Preparation
- Studying Current Processes
- Finding Various Alternatives
- Choosing Best Alternative
- Preparing Future Processes
- Implement future processes
- Further Improvements

After going through the steps, let's understand them in brief.

Identification and finalization of Goals

The top management of the organization which wants to carry out the BPR deliberate on the issues which are hurting the performance of the organization. Based on these discussions, the top management decides few critical issues (maximum upto 3) on which they need to concentrate to get the desired results. The Top Management also quantifies the results they want to achieve for the critical issues identified. If required, the top management decides on appointing external consultants for the BPR project sometimes, in-house experts (if available) are appointed for the BPR Project.

Initial Preparation

The top management takes initiates in propogaing the upcoming BPR Project details to all / concerned employees as the case may be. The top management can either inform employees either through e-mail / notices or meetings depending upon the size of the organziation, technology used and urgency of the matter. In this communication, the management may take help of the consultants for employee orientation for the BPR Project. Management can also lay stress on the criticality of the project for the organization to get maximum support of employees for this project and minimizing their resistance to the change. If required, the employee union also need to be talked with and their support and cooperation is sought as it is very critical for the sucess of the project.

A core team of employees is formed for the BPR Project, which is accountable to the senior management of the company. The team comprises of key represen-tatives from various departments, who can participate in the BPR exercise with positive mindset.

Studying Current Processes

In this stage, the core team from the user organziation and the consultants study and document the critical proceses. The team first studies the top level processes comprising of inter-departmental and organizational processes. Then the team studies intra-departmental processes. While studying the processes, the team documents the processes in either work-flow / swim-lane diagrams.

The team finds out the critical processes and steps which are bottlenecks in the overall process flow as well as the steps which reduce the process efficiency. For pin-pointing of the exact bottlenecking steps, which is causing problem, if possible past data for the process is analysed. If past data is not present, then team through discussions, decides the critical steps. The indetification of critical step is very important to the sucess factor of the project. So it has to be carried out with lot of care. If many such critical steps are found out, then they need to be priorotised so that only very critical steps can be corrected on priority as the resources for the project are limited.

Finding Various Alternatives

Once the critial steps are identified, the team with the subject matter experts from the company discusses about those steps. During this process, possible solutions / alternatives are found out for the critical steps. For finding these alternatives, the team uses one or many of the techniques such as Brain-storming, Delphi Method, Drill-Down method, SWOT Analysis, etc. The techique selected depends upon the probplem, its intensity and the solution requirement. Choosing an exact technique and based on it, finding out the required results is an art. An

experienced moderator from the team generally moderates the session to get meaningful ideas / alternatives.

Choosing Best Alternative

Once the different alternatives are found out, the best and generally second best of those alternatives are chosen for each critical problem / step. For this, either Root Cause Analysis, 5-why Analysis, SWOT Analysis, etc. are used by the team. If required and if practically physible, the team checks the alternatives practically before arriving at the final solution of the best and second best alternative. If it is not possible to practically check the alternatives, then the team studies the supporting technical literature to arrive at the conclusion of the best alternative. All these best alternatives are documented by the team.

Preparing Future Processes

Now the team has the original processes with them along with that, they have critical steps in those processes and their best alternatives. With these inputs the team creates future processes. While creating the future processes, the other impacted processes (due to the change in critical steps) are also considered and they are also modified. The idea is before the future processes are finalised, all the aspects of choosing the best alternatives are considered so that while implementing the future processes, very less surprises are there. While finalizing the future processes, the team shows the future process model to the operations teams, to get their buy-in and incorporate their views in the future processes. The team also prepares the relevant flow-process charts, initiates the process of capital purchases if any for these chaged future processes and hands-over the details to the operations teams.

Implement future processes

The operations teams receives the details of future processes, their requirements and additional capital equipment details from the BPR team. The operations team follows up for the capital equipment procurement and receives those equipment. Based on this flow-process charts, capital equipment manuals, the operations teams also prepares work-instructions and safety instructions, etc. After the trial runs on the capital equipment, it is actually put in production and the benefits envisaged by the BPR team are checked.

Further Improvements

While implementing the future processes and practically following them, the operations teams finds few efficient steps to improve the efficiency of the future processes or to remove any other bottle-necks in the future processes to make them smooth. All these changes are made by the operations team while informing the BPR team about them.

References: http://dictionary.reference.com, http://en.wikipedia.org

Conculsion

BPR projects are taken by outwordly looking companies who are looking for significant change in their performance and wants radical changes in the chosen parameters. Generally these companies are trend-stters in their respective industries. BPR projects take longer time for completion as well as may require sigificant capital inflows. Considering this, not many companies were going in for BPR projects earlier. However now the trend is changing and many companies are moving to BPR.

Author:

Chandrashekhar S. Joshi

B. E. (Mech.), P.G.D.S.T., M.I.E. P.M.P.

The 59th PMP Club Meeting of PMI Mumbai Chapter was held on 1st February, 2009.
The guest speaker, Mr. Naren Bhatia spoke on the topic

'An approach for Client Satisfaction Measurement in IT outsourced projects'.

Mr. Naren Bhatia has been in the IT field for last 33 years. He has worked in public and private sector organizations like BHEL, Reliance and IBM. He has also been on both sides of the table (client & service provider) in the area of IT Outsourcing.

The decision of Outsourcing IT for a company is usually one that may have significant impact on itself. The objectives for this can be very different from one organization to another. The service provider needs to get a feedback about the impact of relationship the service provider has in the client's organization. Naren talked about the approach that encompasses a mechanism to obtain objective feedback from client personnel at different levels. The approach has been built based on the experience of providing IT services, typically in long term service contracts with Indian companies.

Why do clients Outsource? Strategic Outsourcing means Contracting with a partner to provide Key IT infrastructure and services. Strategic Outsourcing is creating business value through long-term strategic partnerships with customers by taking on responsibility for their IT processes and systems. As per Harvard Business Review, "Whenever a company produces something internally others can buy or produce more efficiently and effectively, it sacrifices competitive advantage; focus on what gives your company its competitive edge, outsource the rest "

The Outsourcing decision helps clients to concentrate on the Core Competency. Executives look at Strategic Outsourcing with different expectations, CEO is keen on concentrating on Core Business while CFO wants to reduce costs, and CIO looks at the Skills ready talent pool. Organizations look at Outsourcing for Reducing Risk, Costs and Improving Services. In a typical Information Technology Outsourced Environment,

organizations will identify their IT outsourcing areas in the operations and management areas and look to retain the higher value Plan & Design activities.

Why measure Client Satisfaction?
For
· Service Level Agreements attainment
· MIS and reporting
· Indirect marketing
· Service improvement
· Improving client satisfaction
· Expectation setting
· Sustenance

Client Satisfaction measurement needs to keep in mind the diverse needs and expectations from Service Provider from the different roles and levels.

Some of the feedback taken from users at different levels of client organization is as follows -

Client Executive Relationship Survey (CERS), is typically conducted once a year by a third party agency to conduct the actual interview. Uses a structured interview which lasts for an hour and a senior executive (IT or business) is selected for answering the questions.

Some suggested Measurements

Retained IT

- Senior Business Execuive — **Executive Visits / CERS**
- Senior Management — **Tier Survey - Identified users**
- Middle Management — **Middle Management**
- End User — **Pepetual Survey / Periodic Survey**
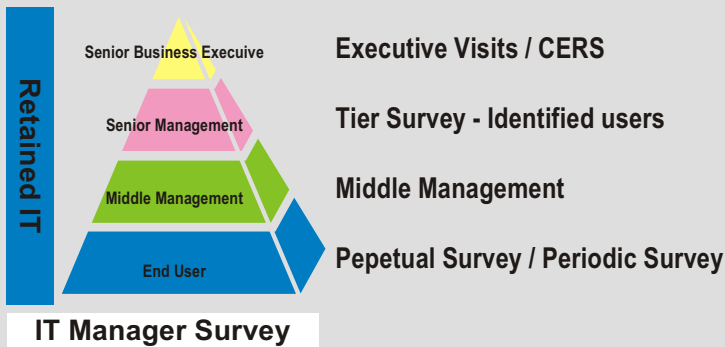
IT Manager Survey

Tier Surveys are typically feedback solicited from Business users at Middle and Senior management level, which consist of a simple form used for getting a structured feedback. This form requires just a few minutes per user to fill in. Only very few (sometimes just one) pre-identified users are selected to get feedback from.

Middle Management and IT Managers Surveys are structured

periodic feedback from users at middle management level. Several business users (as well as IT managers) are approached. Consolidated report is then shared with all concerned.

End User Satisfaction Measurement is perpetual surveys conducted weekly. Here users selected on random and an attempt is made to get a variety of users, usually for calls completed during previous week. Survey questions focus on "How well was the particular call handled". The user's comments and suggestions are also solicited.

It is Important to ensure Visible actions are taken on the feedback to help improve services and user satisfaction. Lack of actions leads to deterioration

The session ended with a Vote of Thanks by Mr. Sumantra Sarkar, Vice President, PMP Club to Mr. Naren Bhatia.

Gautam Gangoli
Executive Committee Member, Communication Reports

VISIT: http://www.pmi.org/passport/mar09/index.html

AGM & 57th PMP Club Meeting

58th PMP Club Meeting at Thane

60th PMP Club Meeting

61st PMP Club Meeting

62nd PMP Club Meeting

A Call for

The Theme for PMI MC Annual Conference

Dear Readers,

PMI MC would wish to give all of you an opportunity to suggest the theme for PMI MC Annual Conference for this year. The theme has to be from among the PMBOK Knowledge Areas!! There is a lot of preparation that goes into the making of the Annual Conference and your early response would be highly appreciated

Drop in your ideas to
publications@pmimumbaichapter.org

Articles for Next Edition

Dear Readers,

The Next Edition of PRAKALP
would be released in May 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 Editorial Team Kummar Vaalsalam or Rajesh Rupani.

Feedback

In our constant endeavor to improve PRAKALP we seek your feedback / suggestions on this edition. Feel free to drop in your feedback at
publications@pmimumbaichapter.org

Career Advancement through PMI MC

PMI Mumbai Chapter has strong member base nearing 800 trained professional project managers and highly skilled members. We therefore believe that if one is in search of a skilled resource then there is a good chance of finding the right candidate on our website. Further, most of these project management professionals are working with reputed companies of various sizes and origins. These organizations can also upload the skills required on the website. The members will thus have a benefit of having access to organizations of their choice and possibly type of work they enjoy.

Consequently, the use of these features will help
(i)   the members in their career advancement, and
(ii) their organizations to meet their HR needs;
and hence, we summarize and highlight herein below further details about the same.

Career Development

The website facilitates the following:
(1) Post A Resume
(2) Remove Resume
(3) View Resumes
(4) Post A Job
(5) View Jobs
(6) View Recruiters

Please note that for some more time, Chapter will not charge Recruiters any fees for such listing. As of now it is FREE!

Best of Luck!

R. V. Joshi
V. P. Communications - PMI Mumbai Chapter

Did You Know?

you can now connect
to other PMI MC Members on **Linked In**.

Please join the PMI Mumbai Chapter group
and stay connected!!

Make yourself visible
to the larger **PMI MC** membership base.

Remember the three steps of networking

VISIBILITY

CREDIBILITY

PROFITABILITY

You can now connect to other
PMI MC Members
through
YahooGroups !!

Please join the
pmpclub yahoogroups
and stay connected,
share your views
and keep yourself updated
with the happenings!

PMI MUMBAI CHAPTER STATISTICS - JAN. , 2009	
Membership count	782
PMPs	334
CAPMs	5
PgMPs	1
New Members	42

BRANCHES UPDATE

Ahmedabad Branch
- ✓ 10th event held on February 15th.
- ✓ PMI approval at Gate 3 stage.
- ✓ Steering Committee Formation in progress
- ✓ Volunteers required for steering committee
- ✓ Event for March being planned, target 3rd Sunday

NMIMS's MPSTME Branch
- ✓ 3rd Event held on February 21st
- ✓ PMI approval at Gate 1 stage
- ✓ MBA tech course curriculum under evaluation for PMI Accreditation
- ✓ CAPM certification prep course needs to be conducted.
- ✓ Event for March being planned, target 2nd Saturday

Goregaon New office - Interior update
- ✓ Tender Process Update
- ✓ 13 pre qualification bids received
- ✓ 6 filled tenders received
- ✓ Tender and Contractor Evaluation in Progress
- ✓ Vendor finalization expected by 10th March
- ✓ Site Issues being addressed
- ✓ Possession needs to be taken for interior work to start.
- ✓ Temporary electricity connection needs to be obtained for onsite work
- ✓ Follow up for Toilet, Lift and other amenities to start operations.
- ✓ Target date to start onsite work 20th March
- ✓ Target date to conclude onsite work May 10th

Leadership is Key in an Uncertain Economic Climate

PMI Friday Facts 13 February 2009.

Kummar Vaalsalam, Vice President, Publications PMI MC along with **Lucy Liu,** Manager, Marketing & Communications, PMI China Representative Office & the Leader to Leader session"

Component leaders at the PMI Leadership Institute Meeting in Kuala Lumpur, Malaysia received a valuable addition to their leadership skills. PMI Malaysia Chapter president, Zaidi Hussain, welcomed attendees to Kuala Lumpur during a Leadership Institute Meeting Opening Session that also featured PMI Chair, Ricardo Vargas, PMP, and PMI President and CEO, Gregory Balestrero.

Terry Power energized the 81 PMI component leaders from 17 countries with an interactive keynote address on empowered leadership. He described the keys to leadership as "BFOs" – blinding flashes of the obvious. "The reality is that we're all leaders all the time," he said.

In part two of his presentation on the second day of the two day Leadership Institute Meeting, Mr. Power described creating his leadership vision using the simple questions of: who, what, when, where, why and how. Through examples that answered these questions, he concluded that "any what is possible if you have a big enough why." This is the hook into your, and others' passion. Anything is possible if you have a strong enough motivation to achieve your goal.

Interactive educational tracks provided attendees with opportunities to develop their leadership skills and to gain tips and techniques on how to run their PMI Components. The first day of the meeting ended with a networking reception that was enjoyed by all.

Lively discussions went on during the component learning and sharing sessions on Sunday, 8 February as leaders brainstormed on new approaches to member retention. They also raised their concerns about the impact of the economic downturn on membership, credentials, and their other chapter activities.

The final session of the LIM was the leader-to-leader session. Gregory Balestrero, president and chief executive officer of PMI, Ricardo Vargas, chair of PMI board and Jane Farley, PMI board member, shared their thoughts and answered many concerns about the future of project management in an uncertain economic landscape.

Mr. Balestrero echoed the theme of the meeting, when he told the component leaders "this is the time for project managers to stand up and be a leader, and to be better than before."

Many component leaders were pleased with the two full days of networking and meeting with other leaders from around the region. Zubin Kika, Vice President of Programs, PMI Mumbai Chapter, enjoyed the close collaboration between the chapters during the regional breakout sessions, and the networking that happened over the two days.

PMI MUMBAI CHAPTER EVENTS IN THE LAST QUARTER

Date	Events	Location
Jan-09		
7th, 8th, 9th & 10th Jan 09	69th PMP CE PC	L & T Pune
8th Jan'09	8th AGM & PMP Club I: Remaking Of Mumbai Federation(romf) II: Operations Management - A Key To Project Management Success	Juhu Vile Parle Gymkhana Club, Vile Parle (W)
10th Jan'09	MSP Basic Workshop	Auratech Solutions, Vikhroli
10th, 11th, 17th, 18th Jan'09	70th PMP CE PC	WRIC, University, Kalina, Santacruz (E)
17th Jan'09	58th PMP Club Meet at Thane, Customer Relationship Management in IT Projects	ICFAI National College, Thane (west)
Feb-09		
1st Feb'09	59th PMP Club Meet - An approach for Client Satisfaction Measurement in IT outsourced projects	Prin. L.N. Welingkar Institute of Management Development & Research,
15th Feb'09.	Estimation Workshop	Auratech Solutions, Vikhroli
14th, 15th 21st, 22th Feb'09	71st PMP CE PC	WRIC, University, Kalina, Santacruz (E)
15th Feb'09.	60th PMP Club Meet at Thane, Project Risk Management using Qualitative and Quantitative Methods	ICFAI National College, Thane (west)
21st Feb'09	Application of Balanced Score Card in Project Monitoring	Mukesh Patel School of Tech. Management and Engineering (MPSTME), Vile Parle West
Mar-09		
1st March'09	Banking on Project Management: Understand the Core	Prin. L.N. Welingkar Institute of Management Development & Research,
15th March'09	Communication Management in ERP Implementation Projects	ICFAI National College, Thane (west)
22nd March'09	Risk Management in Project Enviornment	Mukesh Patel School of Technology Management and Engineering (MPSTME), Vile Parle West
14th, 15th, 21st, 22nd Mar'09	72nd PMP CE PC	WRIC, University , Kalina, Santacruz (E)
28th & 29th Mar'09	NLP Workshop	Auratech Solutions, Vikhoroli (W)

PDU Qualifying Activities

Professional Development Units (PDUs) Qualifying Activities at PMI MC

We at PMI MC promote various activities that help people involved with projects. By attending / volunteering for some of these activities not only gain in terms of self-growth PMP's can earn PDUs.

To understand the qualifying requirements set by PMI to earn PDUs you can go through the guidelines given on PMI website

Examples of PDU Earning Activities

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 and VP Certifcation Training
Developer of content for a structured project management learning program	10 per instance	2g	VP Certification Training
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 Publications

Welingkar's Calendar of Activities - 2009
PMP Club Meetings

Month '09	Date
January	8
February	1
March	1
April	5
May	3
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
January	18
February	15
March	15
April	19
May	17
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
January	18
February	15
March	15
April	19
May	17
June	21
July	19
August	23
September	20
October	25
November	15
December	20