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PMI MUMBAI CHAPTER JOURNAL

VOLUME 10 ISSUE 1
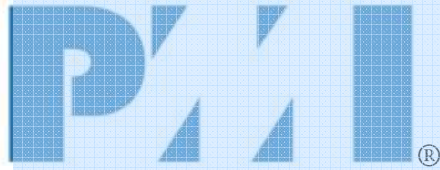
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Mr. Raj Kalady, Managing Director PMI India along with Committee Members of PMI MC

We are reaching out to you some three months late as the April 2008 (Q1) release is coming out now.

We are yet to hear from you in large numbers on the "new look" PMI MC Journal that has a tinge of freshness and a broader outlook! Your valuable feedback is awaited.

As you would see the cover page is now distinct and provides a professional and corporate look. The concept we wish to promote is to have 3 categories of photos on the Cover Page:

1. Celebrity Profiles
2. Young Achievers
3. Models

Celebrities could be business leaders (even among you) whom we will profile along with articles written by them. Young Achievers would be PMI Mumbai Chapter members who in their project management profession have done exemplary work. The Editorial team will evaluate the work you submit and validate before short-listing your photo to the cover page along with the article on your work. Models can again be one among you who wishes to be part of the PMI MC Cover page... and show your grandchildren how good you look on Page 1! We are open to start Page 3 too if you would like to see Page 3!

In this edition of the MC Journal enjoy (with a morning sip of tea or an evening coffee mug or a glass of your favorite soft drink) some interesting articles shared by distinguished Chapter members.

Our esteemed Chapter President, Tejas Sura shares with us new updates from the PMI Mumbai Chapter in the Year 2008.

Dr. James Brown shares with us the secrets of "TOP" achievers! Especially I liked it when James says " When I go to training (and I do) I am looking for the little things that take the basics to another level." and there is this one "....If you can lead people and projects to success in a volunteer setting, where people are not getting paid, you can certainly do it in a work setting (where some act like they are not getting paid). .." Funny huh? Read these words of wisdom and I am able to "anticipate" it might just change the way you looked at Project Management and your life!

Then go on to read how statistics has changed the way we look at numbers and how project management is still a lot to do with number crunching and that it yields results!

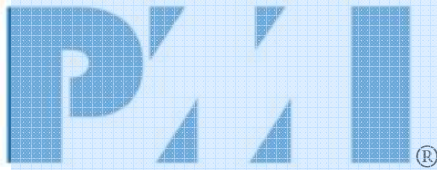Learn how to earn PDUs by publishing your articles in PMI MC Journal.

**We will
PUBLISH
Letters to the Editor
HERE**

This section is waiting for letters from the readers!!

E-mail your original articles, letters, photo profile to:
publications@pmimumbaichapter.org

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2.	Sagar Patil	Admin	info@pmimumbaichapter.org

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

'CHANGE' they say is inevitable in the current globalized world. Based on the election results in the AGM held in January 2008, the new committee has taken up the reins of the chapter effective April. Our elected President, Mr. Dattatraya Pathak, has opted out of the committee and will extend active support to the committee in the capacity of "Past President". As a result of this, I have been asked to take over the responsibility. Mr. Bharat Bhagat, our past V.P. – Certification Training will be mentoring and guiding the committee in the position of "Advisor". It needs special mention that the performance of the past committee has achieved several milestones for the chapter and has created benchmarks of performance and challenges for the new committee.

The new committee has put their heads together and come up with a strategic plan with targets for each portfolio. Accordingly, the annual budget has been prepared by our VP-Finance, Mr. Kalyanraman and has been approved. The membership counts have remained steady and efforts are on to increase the numbers.

I have pleasure in informing you that the chapter has switched over its website to "One PMI", a Content Management System specially tailored for PMI Chapters. Mr. Hari Thapliyal has been inducted as a Executive committee member for support in this activity. With this, posting and registration of events, running surveys, etc. will be extremely efficient. As a result of efforts of Mr. Sumantra Sarkar, Executive committee member - Communications committee, the chapter events have been featured in the latest Asia Pacific e-Link. Also, efforts are being made to enhance relationships with members – new members are being invited to our PMP Club meets for introduction and networking.

The chapter's popular monthly event, PMP Club, completed its 50th session. PMI India M.D., Mr. Rak Kalady, graced the occasion. The event was celebrated with a cake cutting ceremony and the pioneers of the monthly event were felicitated.

A repeat joint program was conducted along with BCMI India in May. Looking at the response and queries on the BCM workshop, we plan to conduct more such workshops in coming months at elementary and advance level.

The new portfolio of Corporate Relations headed by Mr. Shashank Gadgil has come up with a strategic business plan and vision for the corporate council initiative. Discussions with several corporates (such as Datamatics, ICICI, Cadburys, BEL, Future Group) are on for obtaining their buy in and nominations for Corporate PM trainings. These initiatives are to be used as a headway to reach the CXOs and articulate PMI Mumbai's value proposition and potential candidates for the Corporate Council

On the new premises front, a rough plan has been developed by the interior works committee and requirements have been listed. The architect for the Royal Palms premises interiors will be selected and interior works are scheduled to start from July. The office of the chapter is expected to shift to the new location latest by October this year.

The Ahmedabad Branch has conducted the 5th PMP Club session and the 2nd PMPCE course is scheduled to be held in June. The chapter has reached Gate 2 approval stage for formal approval of the branch by PMI. Dialogue is on for creation of branch at Nagpur. Mr. Rakesh Gupta has initiated talks with the San Francisco chapter for sister chapter relationship.

To summarize, the chapter has initiated various activities and your help is sought to volunteer and contribute towards its goals. Enjoy this new look issue of Prakalp!

Tejas Sura
B.E. (Civil), M.S. (USA), PMP®

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

Do you have the greatest Project Management ability?

The ability to anticipate is by far the greatest project management ability. Anticipation is an ability that is a culmination of knowledge, experience and skill. The ability to anticipate is not only what separates great project managers from good project managers; it is what separates great from good in most professions. The best hitters in baseball have the ability to anticipate what kind of pitch will be thrown to them and where the ball will be when it is time to swing the bat. The best soccer goalies have the ability to anticipate where the ball will be kicked so they can block it. This really comes into play during penalty kicks and this ability to anticipate will determine the goalies success or failure.

What the baseball batter and the soccer goalie have in common is that they cannot be successful trying to cover every possible outcome. The batter cannot possible hit the ball with power and control trying to protect the entire strike zone. He has to limit the strike zone to maximize the chances of getting a hit. The goalie cannot possibly guard the entire net. He has to determine what part of the net he will defend and what part will be left unprotected. The batter and goalie that can most effectively anticipate and plan their response to the future circumstances get the best results. This is also true of project managers.

The challenge of project management is so daunting that the project manager's ability to anticipate and plan has a direct correlation on their ability to execute. A lot of project management books will state that everything needs to be planned in detail and every risk needs to be covered with a risk plan. This is good in theory and for a very small percentage of projects it is good in practice. However, most project managers live in a world characterized by uncertainty. Uncertain requirements, resources, risks, etc. The role of the project manager is to minimize or eliminate this uncertainty, but it is rare when uncertainty doesn't exist at significant levels. Therefore the best project managers anticipate. They are able to visualize and plan through the fog. They make aggressive decisions based on what they anticipate. The average and poor performing project manager waits on the fog to clear. They complain or whine constantly about the uncertainty and it becomes an excuse for inaction.

The great project managers anticipate then act. The great baseball hitters sometimes swing and miss wildly. The great soccer goalie sometimes leaps to the wrong end of the net. They make mistakes just like the great performing project manager will make mistakes. To anticipate and act means that you will occasionally make mistakes. Over the course of a project, program or career these mistakes will be small compared to the number of good decisions that were made due to excellent anticipation. The successful project manager is a continual learner, not afraid to make decisions based on what they know to be true and what they anticipate to be true.

 The ability to anticipate can really be summed up with one simple phrase. "TOP**" (Training, Observation, Practice.)**The combination of these three activities aggressively deployed provides the ability to anticipate and the confidence to act.

Training – There are always rare exceptions, like someone born with a gift that can play the piano masterfully without training. As a rule though, expertise and even basic proficiency cannot be achieved without training. If it wasn't so prevalent and sad, the number of companies that expect their project managers to be successful without training would be amusing.

Do you know any project management quacks (PMQ's)?

Would you go to a medical doctor who had no formal training but said "I have been doctoring on people for 15 years". Most would quickly identify this doctor as a quack. There are a lot of project

Dr. James T. Brown PMP, President of SEBA® Solutions, Inc.

Dr. James T. Brown <http://sebasolutions.com/aboutdrjames.html>

PMP is

president of SEBA <http://sebasolutions.com/> ® Solutions Inc.

a Registered

Education Provider with the Project Management Institute and is the author of The

<http://www.amazon.com/Handbook-Program-Management-James-Brown/dp/0071494723/ref=sr_1_3/002-3919440-9979216?ie=UTF8&s=books&qid=1180038017&sr=8-3>

Handbook of Program Management published by McGraw-Hill.

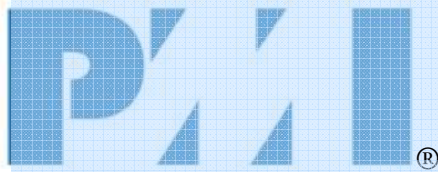He provides

project management training and keynote speeches worldwide and may be

reached at jtbrown@sebasolutions.com.

Procurement Management

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

management quacks out there. The doctor without training may indeed be able to practice medicine with minor or perhaps moderate success but certainly not at the level of someone that is a trained physician. What would you think of the football coach who told his team we'll learn as the game goes along because we don't have the time or budget for training?

Part of what makes Tiger Woods the golf champion that he is, was training from an early age. In the absence of that training he would not have been a child prodigy or dominating golf as he does today. In fact, he still values training and still submits himself (even at his level of expertise and accomplishment) to coaching. I am always amazed when I come across project managers who don't feel the need for training. Projects involve lots of variables including technology, resources and the most complex variable of all – people. Project management is so complex it is worthy of life long study if you choose to excel at it. There is a marked difference between proficiency and excellence.

A PMP doesn't make you or anyone else a good project manager!

Yes, the basics are easily acquired. PMP certification is in fact readily acquired with effort. A PMP certification by itself does not make you a great project manager or even capable of managing a challenging project. Greatness in any endeavor is the application of the basics and the summation of a large number of little things done well. This is what characterizes the masters in any field of endeavor. When I go to training (and I do) I am looking for the little things that take the basics to another level.

The importance of continuous training to maintain the ability to anticipate is only one piece of the puzzle. The next component is Observation.

Observation – Going beyond the basics to the collection and mastery of little things also involves observation. Once you accept the fact that there are little pieces of knowledge that when applied strategically together you are always on the hunt for them. People often make the mistake of limiting their hunt for knowledge to whatever field or discipline their in. If you take one thing away from this newsletter take the following point.

Excellence at anything is worthy of your careful observation and study.

Opportunities abound to study excellence. Books are a very good tool for studying excellence. Autobiographies of people who have achieved greatness are worthy of your time. Personal interviews are worthy of your time. You are panning for gold.

Occasionally I will stay at the Ritz-Carlton. Their service is usually extraordinary and when there I will inquire about their excellent service with anyone from the bellman to the manager. What they view as a *conversation* is in fact an interview, for I am always on the hunt for tips that contribute to excellence and achievement at high levels.

This year while in South Florida I came across the famous jazz guitarist George Benson sitting alone at the hotel bar prior to an evening show. I introduced myself and once he was done laughing at my name (he said he had been good friends with the late singer James Brown), I asked him what he did to play guitar at such a high level? How did he practice? What and who influenced him? We had a nice twenty minute *conversation* as he played air guitar and talked to me. George Benson probably doesn't know much about project management, but he knows a lot about excellence.

Excellence has common threads

Obviously you should talk to every project manager you view as excellent, but achievement at high levels goes
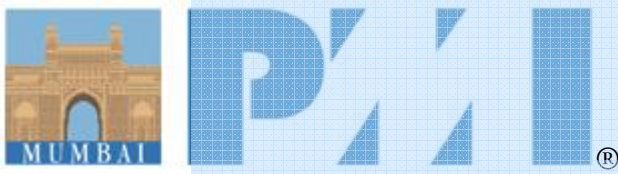
beyond a particular discipline. If the grocery store you shop at is well run, talk to the employees and the manager. Not only are there common threads in excellence but often you will identify parallel applications or inspiration from what you learn from an expert in any unrelated field.

Now that we have discussed Training and Observation and their role in obtaining the skill of anticipation, we will discuss Practice, the third and final element of TOP.

What good is knowledge and theory without application?

Practice –A leader whose style and methods I hold in high regard is Ron Dittemore. Ron is a former Space Shuttle Program Manager who is now a Vice President for Morton Thiokol. Before he left NASA I interviewed him and here is one of many valuable things I took away from our conversation. He stated "You know, I have been a counselor of people, of youth and youth groups, of adult organizations and most of my experience in how to deal with people comes from those situations and not from work. I apply all the lessons that I have learned through 27 years of that experience to deal with a lot of the challenges that I face in the work place."

I marvel at young professionals who say they want big project leadership opportunities at work yet take no opportunity to lead outside of work. They say they just can't get good experience when we have a world crying out for people willing to lead.

Take Every Opportunity to Lead

If you can lead people and projects to success in a volunteer setting, where people are not getting paid, you can certainly do it in a work setting (where some act like they are not getting paid). Identify an issue you are passionate about and take the opportunity to work and lead for the benefit of your passion.

It will be a direct carry over to your effectiveness in the work environment.

Excellence – A lot of little things done right

As you work projects (practice) you must try to apply the little things you have garnered through training and observation. Some will work very well others may not. Keep track of what succeeds and don't abandon what fails or what seems to have failed to soon. Analyze, analyze, analyze. Trying different things is a form of stretching yourself.

Do not be afraid of change. Any golfer can tell you how Tiger Woods has changed what was a very successful swing to a new one while getting a lot of "He shouldn't have messed up a good thing" from pundits before they were proven wrong. Tiger also practices a lot. Tiger is not afraid of change, practices and analyzes his performance. He also sets the expectation that he will be better next year than he is today. I come across many people who are content with their leadership ability to the point they have zero initiative when it comes to self development and improvement. Change, initiative and self evaluation are also necessary to your continual growth to ever exceeding greatness as a project manager or leader.

Once you start to develop great anticipation skills I guarantee others will marvel at how effectively you succeed in the uncertain environment of projects. They will marvel because they won't be able to nail it down to just one thing and the results will be the summation of a lot of little things you have honed to a sharp edge through training, observation and practice over time. The wise observers of your success will engage you in a conversation that is really an interview because they know excellence is worthy of careful observation and study

Punam Prasad Shejale,
PMP®
&
Nitin Kanade
PMP®
Hexaware Technologies Limited.

H.G. Wells has rightly said that – "Statistical thinking will one day be as necessary for efficient citizenship as the ability to read and write." This is very relevant in the Project Management context today, where not just gut feeling or intuition but quick decision-making, supported by quantitative measurements determines the success of a project.

The "Project Management Body of Knowledge" from Project Management Institute lists control charts, Pareto diagrams, statistical sampling, trend analysis, etc as some of the tools and techniques to be used for project management. The CMMI v 1.2 process improvement models from Software Engineering Institute stresses on quantitative and statistical project management to achieve the project's established quality and process-performance objectives.

Given the above scenario, project managers can no longer refuse to ignore statistical process control (SPC) tools and techniques for managing their projects. The case study below showcases how SPC tools and techniques were used for project management and process improvement in a sample software maintenance project.

Applicability and Prerequisite

Prerequisite for applying SPC is correct, current and consistent data capture and data integrity. Once the data integrity and accuracy is ensured, then only the results of the statistical analysis can be used for effective project management otherwise the GIGO (Garbage-in Garbage-out) principle holds true.

Case Study

In the project we have chosen, for coding sub-process Effort variance, Defect Density and Failure Cost were selected for monitoring the project performance and quality. The project goals and specification limits were established based on organization objectives,

customer needs and project historical performance. Sub- process Coding was selected as major portion of the total effort of a service request was spent in Coding phase.

X-MR control charts were used for all the selected metrics. On an ongoing basis, the data was collected and plotted in the control chart in time sequence. Process stability, capability, mean (average) against goal and Prediction Interval Vs Specification Limits were constantly monitored.

Stability analysis was done to identify special causes of process variation over time. Root cause analysis was done and action plans for removing the special causes were implemented. Once the process stability was established after removing the special causes, analysis for process capability was done. In capability analysis, common causes of variations were analysed to improve the current performance so that the project became capable of meeting the quality requirements of the project.

Once the process is made stable and capable, we looked at process predictability. We predict with a confidence interval of say 95% where the mean will lie when the next data point is added to the chart. The prediction is better if the UPL and LPL are close to the goal and within USL and LSL. If either the UPL or LPL or both is outside USL or LSL or both, preventive action needs to be taken so that the process remains capable.

Before Scenario

We will cover one process and one product metrics in the case study to show how SPC concepts were applied. XmR Control charts were plotted for effort variance and defect density for coding phase for period-1. Analysis for process stability and capability was done as given below.
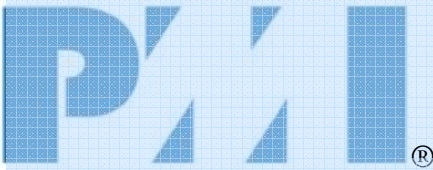
From the Coding EV control chart (Chart 1-A) we can infer that the coding process is stable as all data-points (observations) are within upper and lower control limit and none of the eight western electric stability rules applies.

As the coding process was stable, analysis was done for coding process capability. In chart 1-A, as two observations as well as control limits are outside the project specification limits hence process is not capable.
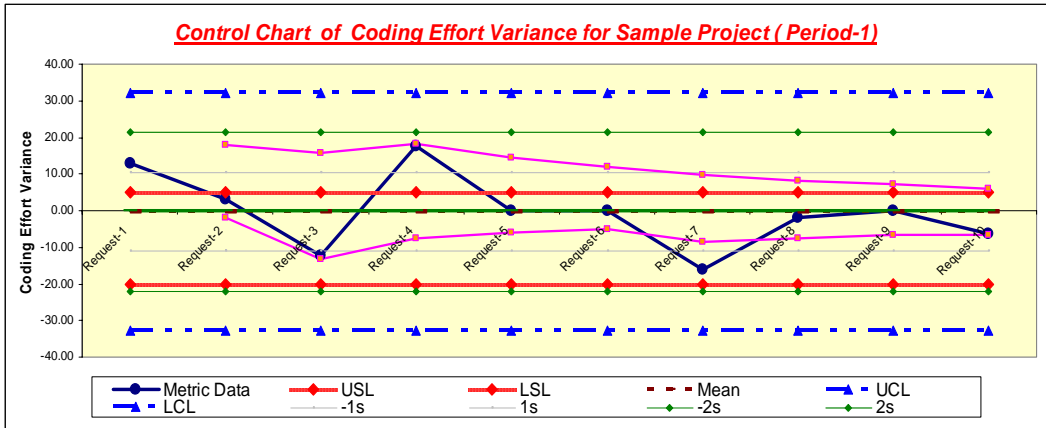
Chart 1-A: EV Control Chart
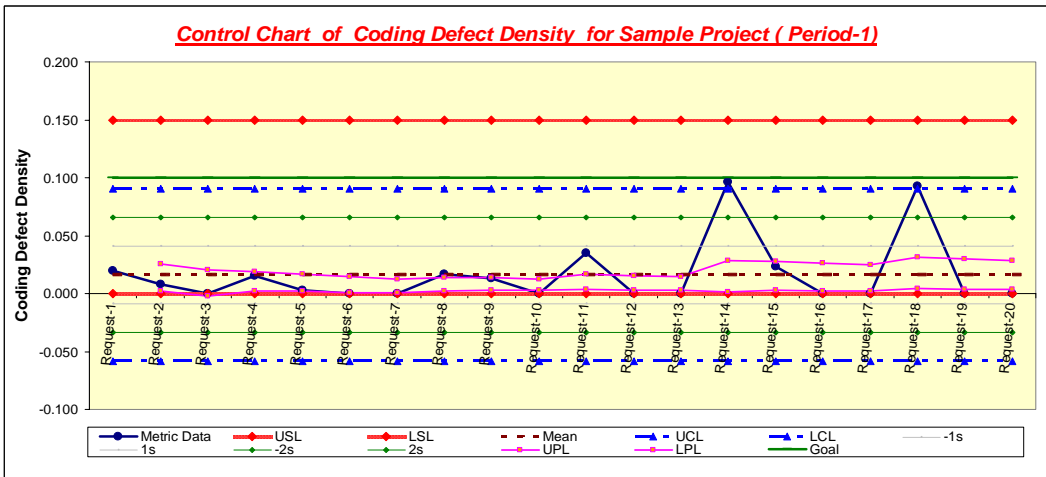
Chart 2-A: DD Control chart

Root cause analysis for two points was done and cause identified was as new team member has worked on those requests ,more efforts was spent on development and for detailed code review. Estimation tool was refined for additional parameter based on skill of resources.

From the coding DD control chart, we can infer that the defect prevention process

for coding is not stable as in Chart 2-A, few data-points (observations) are outside upper control limit.

As the process is not stable further analysis of capability was not done. Special cause analysis for the points outside control limits was done. Defect data was analysed. Pareto Chart was used to identify the defect category with maximum defect count.

Defect Category Pareto Analysis
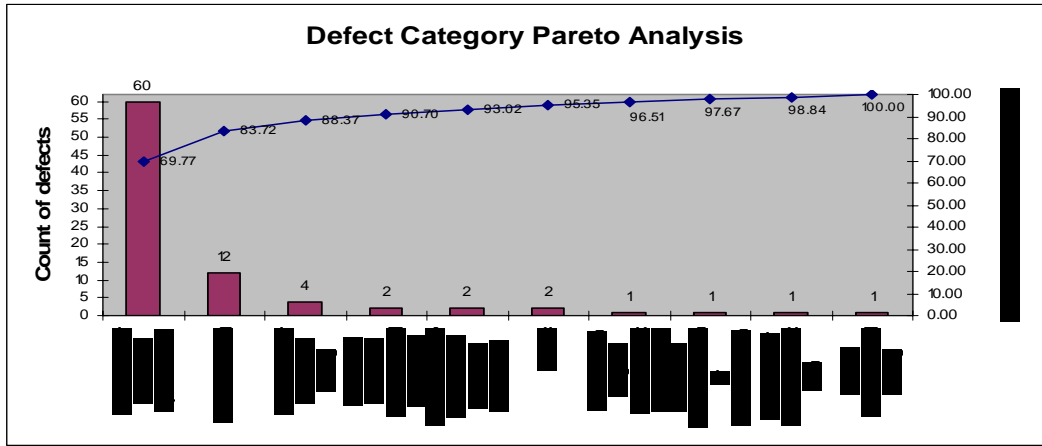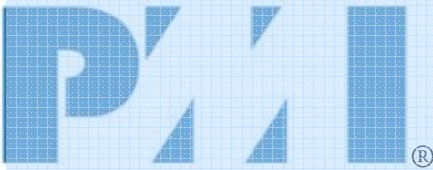
Figure 1: Defect Pareto Chart

It was observed in Pareto diagram (Figure 1) that 69.77% of defects are due to erroneous specification. Hence those defects were taken up for further analysis. Root cause analysis was done using Ishikawa/ Fish Bone Diagram. Brainstorming sessions was used to identify various root causes, group them and identify the critical root causes for action.
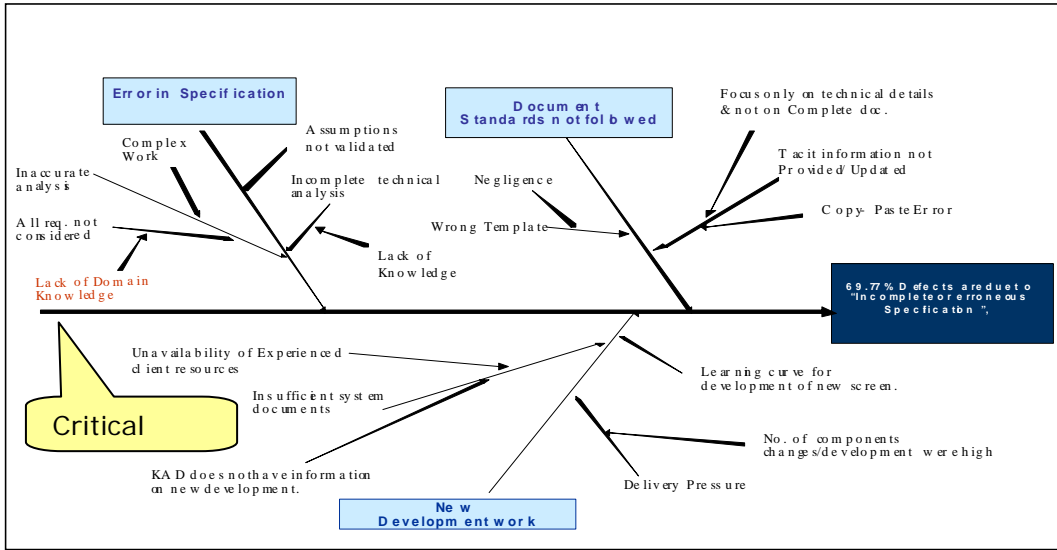
Figure 2: Ishikawa Diagram

Based on defect cause analysis (Figure 2-Ishikawa Diagram) various actions were planned to prevent re-occurrence:

1. Plan for domain specific training by subject matter expert.
2. Update of application documentation by team members for any application changes done.
3. All assumptions to be validated by a senior resource before review and testing.
4. Enhance various review checklists (analysis, code etc).
5. Improvement of self review process by the use of review checklists by developer.
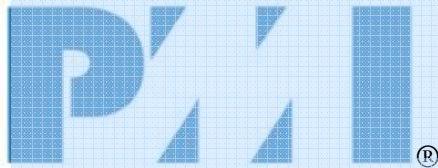
After Scenario

Below control charts (Charts 3-A, and 4-A) were plotted using further data of period-2 after removing outliers. Improvements after implementing the actions can be observed.

From the Coding EV control chart we can infer that the coding process is stable as-

a. In Chart 3-A, all data-points (observations) are within upper and lower control limit.
b. None of the eight western electric stability rules applies.

Chart 3-A: EV Control Chart after action taken

In chart 3-A, both control limits are outside the project specification limits hence process is not capable. But mean has improved and prediction limits are closer to the mean as compared to the before scenario (period-1).

From the coding DD control chart, we can infer that the defect prevention process for coding is stable as all data-points (observations) are within control limits.
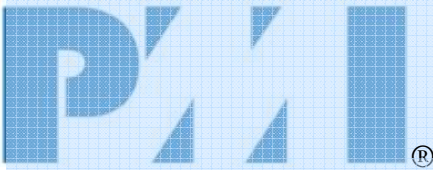
Chart 4-A: DD Control Chart after action taken

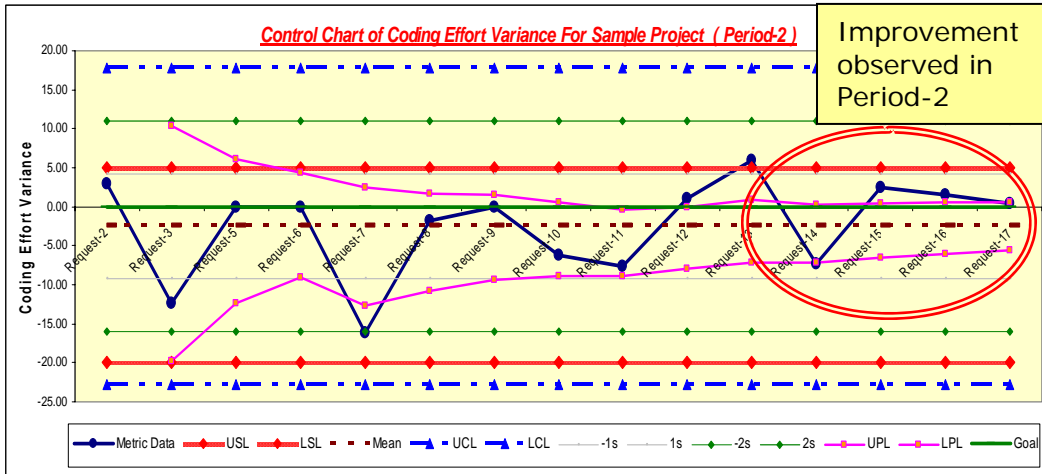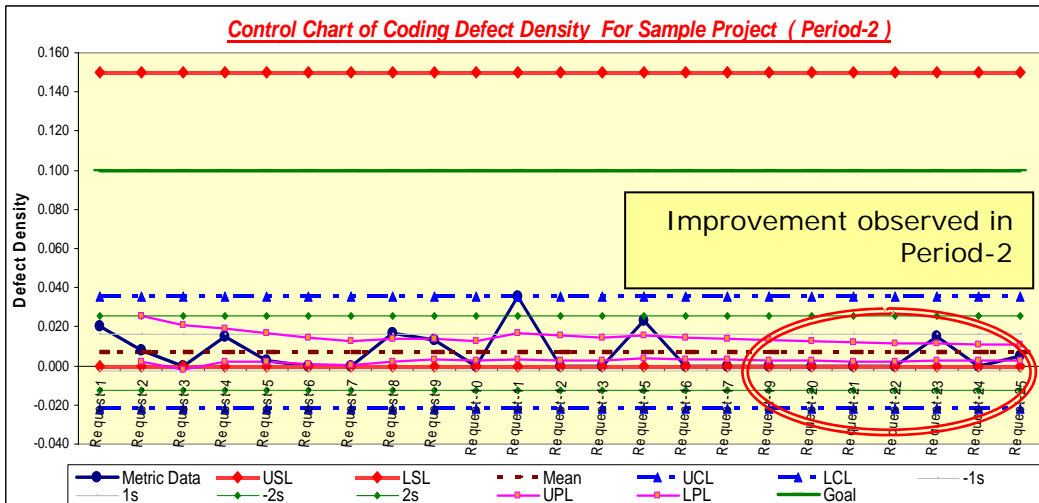Also as both control limits are within specification limits process also capable. Further analysis was done for prediction interval and found that both UPL and LPL has improved and is nearer to the mean. After implementing the actions planned above, the contribution of "Erroneous Specification" reduced from 70% to 17% from period-1 to Period-2. To check whether the improvement is statistically significant and not by chance, Chi Square test of hypothesis was done. There was a significant improvement observed from Period-1 to Period-2.

Conclusion

The application of statistical process control (SPC) tools and techniques like control charts, Pareto diagrams etc helped the project improve its estimation accuracy and product quality (Refer Chart 5).
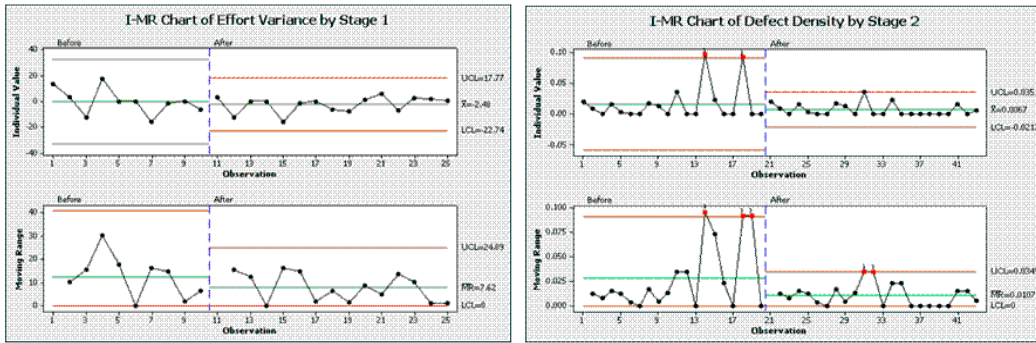
Chart 5: Staged Chart for EV & DD showing improvement

Above improvements observed also resulted in improvement in productivity and delivery commitment ultimately resulting in higher customer satisfaction as indicated thru customer satisfaction index. The same might not have been possible if only qualitative analysis was done. It would have made it difficult to identify the special causes of variation responsible for process instability thus, preventing from taking action for the root causes identified to improve the process performance.
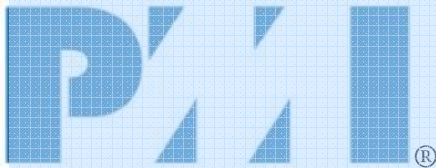
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Mark Your Diary		PMP Club	35 Hrs PMBOK/ PMP Review Course	
Year	Month	Date (Location)	Session #	Date (Location)
2008	January	5 (M)	47	12 ,13,19,20 (M)
		20 (A)	48	17,18,19,20 (C)
	February	3 (M)	49	16 ,17,23,24 (M)
			50	23,24 (A)
	March	2 (M)	50	1,2 (A)
			51	8 ,9,15,16 (M)
	April	6 (M)	52	12 ,13,19,20 (M)
	May	4 (M)	53	17 ,18,24,25 (M)
	June	8 (M)	54	14 ,15,21,22 (M)
			55	21, 22, 28, 29 (A)
	July	6 (M)	56	12 ,13,19,20(M)
	August	3 (M)	57	9 ,10,16,17 (M)
	September	7 (M)	58	13 ,14,20,21 (M)
	October	5 (M)	59	11,12,18,19 (M)
	November	9 (M)	60	15 ,16,22,23 (M)
	December	7 (M)	61	13 ,14,20,21 (M)
M--> Mumbai; A-->Ahmedabad; C-->Corporate				

Schedule for Club & PMPCE 2008

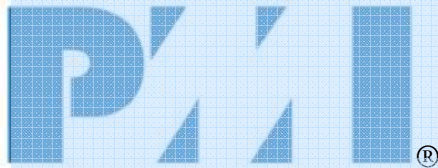| Activity	PDUs	Category	Contact
Attending Training Sessions of PMPClub	1-2 per session	3	VP PMPclub
Speaker at PMPclub	5 per instance	2d	VP PMPclub
Member or moderator of a project management panel discussion at a conference, symposium, workshop or formal course	5 per instance	2e	VP Programs
Speaker/Teacher 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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Mark Your Diary		PMP Club	35 Hrs PMBOK/ PMP Review Course	
Year	Month	Date (Location)	Session #	Date (Location)
2008	January	5 (M)	47	12 ,13,19,20 (M)
		20 (A)	48	17,18,19,20 (C)
	February	3 (M)	49	16 ,17,23,24 (M)
			50	23,24 (A)
	March	2 (M)	50	1,2 (A)
			51	8 ,9,15,16 (M)
	April	6 (M)	52	12 ,13,19,20 (M)
	May	4 (M)	53	17 ,18,24,25 (M)
	June	8 (M)	54	14 ,15,21,22 (M)
			55	21, 22, 28, 29 (A)
	July	6 (M)	56	12 ,13,19,20(M)
	August	3 (M)	57	9 ,10,16,17 (M)
	September	7 (M)	58	13 ,14,20,21 (M)
	October	5 (M)	59	11,12,18,19 (M)
	November	9 (M)	60	15 ,16,22,23 (M)
	December	7 (M)	61	13 ,14,20,21 (M)
M--> Mumbai; A-->Ahmedabad; C-->Corporate				

Schedule for Club & PMPCE 2008

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