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# Prakalp - PMI Mumbai Chapter Journal

**Volume 12 - Issue 2 : March 2010**

# 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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**Nilima Prabhu** - Publications
**Pradeep Sonawane** - Programs
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**Gautam Gangoli** - Communications
**Sudhir Garg** - Communications
**Sunil Shetty** - Communications
**Mitra Wani** - Awards
**Vikas Jain** - Branches
**Anand Rao** - NGO Training
**Harish Nair** - Branches
**Yagna Boorada** - PMP Club
**Munnawar Sharifi** - Interior Committee for new office

# President's Message

Dear Zealous Reader,

Its time for change! The new board members elected in the January elections begin their tenure from April. I take this opportunity and liberty to express our gratitude on behalf of the membership to the past board members who have taken the chapter to new heights with their achievements. I am sure, the new board will continue the tradition and endeavor to create a transformation in the chapter to achieve its vision. We welcome Amithanand D'Silva, V.P. – Membership, and Saurabh Parikh, V.P. – Branches, as the new additions to the PMI MC Managing Committee. Board members changing roles include Rakesh Gupta who takes up V.P. – Volunteer Development role from outgoing Hari Thapliyal who will continue to volunteer for the portfolio.

Our Chapter membership count continues to grow month over month, year over year. With the target set for 1000+ in the current financial year, the newly formulated Membership portfolio will help achieve this goal through membership recruitment and retention activities. The restructuring of the chapter board is underway and chapter advisor, Shri Bharat Bhagat, targets to have the new structure approved by the board by June this year. The development of training for PgMP examination and Microsoft Project is underway and the chapter is expected to start conducting the courses in the next quarter. There has been an increased interest in the PgMP certification examination from the membership. The Branches portfolio has been actively working on the development of curriculum for NMIMS MPSTME as a step towards accreditation of the courseware. The CAPM course was conducted for over 50 students supported by the Certification Portfolio of the chapter. The chapter signed MOU with Washington D.C. and San Francisco chapters. Membership shall now have access to attend webinars from these chapters, thus giving international exposure. The core committee for the PMI National Conference has been very active. The Theme and WBS for the conference activities is in place and the budgeting has been completed. Soon, the call for papers and awards will be communicated to members all over India. Our V.P. – Membership, Amithanand D'Silva is also the heading the PMO for the PMI National Conference.

**We hope that the new financial year will bring excellence, growth and transformation for the chapter and its membership. Wish you a thumping 2010-11!**

**Tejas Sura,** President. - PMI Mumbai Chapter, India | president@pmimumbaichapter.org

# from the desk of the **Chief Editor**

Dear Esteemed Readers

We receive emails when our members when they complete their CAPM and PMP certification. It is a delight to have more members added to the clan. So what after CAPM or PMP? Well PMI offers many more valuable credentials like PMI-SP, PMI-RMP, PgMP that members must aspire for. Again, PathPro and OPM3 are valuable resources for organizations that want to make a difference to their bottom line and show tangible stakeholder value. Explore www.pmi.org for a wealth and abundance of knowledge.

In this editorial let me inspire members to go in for more certifications rather than rest with PMP credential. PMP is just the beginning towards moving to the corner office. More and more business leaders are asking for the skills beyond PMP that will have to be nurtured to develop future leaders. So let's get going in 2010 to the next professional milestone with PMI!

Let me also announce the next PRAKALP Edition which will be a STUDENTS SPECIAL EDITION. We encourage our student branches and college affiliates to ask student to contribute articles for the July 2010 edition.

**Kummar Vaalsalam, PMP** | Chief Editor (Prakalp) and Vice President (Publications) | publications@pmimumbaichapter.org

# A Report on 9th Annual General Meeting (AGM) and 87th PMP Club Meeting

**Project Management Institute (PMI)'s Mumbai Chapter
held the 9th Annual General Meeting (AGM) and 87th PMP Club Meeting, on 9th January, 2010,
at Emerald Club, Royal Palms, 169, Aarey Milk Colony, Goregaon East, Mumbai 400065.**



During the AGM, Tejas Sura, President, PMI Mumbai Chapter gave an overview of the Chapter Activities.

Mumbai Chapter received the Component of the Year Award, Category II, for the Year 2009, at Orlando, Florida. The Chapter 's Membership grew and has crossed the 800 mark. On the Finance front, Audit of Accounts was completed in record time. Improved Communication activities was reflected in form of Regular Chapter Updates to Members, Website Updates, Webinars and New Members Package. The Chapter looks forward to maximize value to members, collaborate with other chapters, and establish corporate partnership.

Mr. Chandrasekhar Joshi, Vice President, read the Minutes of the previous AGM and all members present approved it unanimously. The Balance Sheet of Mumbai Chapter was also passed by all members.

The Elections for certain positions of the Chapter Committee were conducted by Mr. Bharat Bhagat, PMP, Chair, Nominating Committee. The Election committee Member Mr. Bharatkumar Unercat, PMP introduced the Members who were in the fray for the Election. After the voting by members, Mr. Sanjeev Gupta, PMP announced the names of elected members. Later, Mr. Bharat Bhagat concluded by thanking the election committee and voters for participating in the election process.

Mr. Satish Diwanji, Project Manager, Bandra Worli Sea-link, spoke on the magnitude of this massive sea-link, the challenges they encount-ered. This sea-link was built to overcome a severe congestion between Mahim and Worli with over 140000 vehicles traveling the 7 km stretch per day and it taking more than 45 minutes to cover this distance. This sea-link consumed 2,25,000 MT of concrete, 40,000 MT of Steel, was built by using technologies some of which were used first time in India. The sea-link provides 4.7 kms long twin-way carriageway.



Some of the challenges were in the areas of Engineering and Technology. This being the first sea-link in the country meant

new technology not used earlier had to be used here. High precision and accuracy had to be met despite adverse weather conditions over the sea.



Mr. Hari Kumar, MD, Deloitte India & Ms.Priya Kumar - with Tejas Sura President PMI Mumbai Chapter, unveiling Annual Edition of PMI Mum Prakalp Magazine.



Keynote speaker Hari Kumar, MD Deloitte India addressing PMI Mumbai Chapter members @ AGM Gathering at Royal Palms, Goregaon. Mumbai

Contributor: **Gautam Gangoli, PMP**

# Should you learn ITTOs by Heart?

**By Cornelius Fichtner, PMP**

- Helping you prepare for the PMP Exam

Do you feel that in order to pass the Project Management Professional (PMP) ® exam you should memorize the PMBOK® Guide's ITTOs (Inputs, Tools, Techniques and Outputs)? Do you think that the PMP exam is full of IITO type of questions? Many people still believe this myth. Well, let me clear some misconceptions…

Many project managers have successfully passed the PMP exam without any memorization. The current PMP exam is all about an in-depth understanding of applying project management concepts and principles from the PMBOK® Guide as well as general management knowledge from other sources to project situations.

Granted, ITTOs are a major part of the PMBOK® Guide and about 75% of material for the PMP Exam is taken from the PMBOK® Guide. So it's understandable that we assume because there are hundreds of ITTOs in the Guide the exam must be full of knowledge-based questions about them. And sample questions like "Which of the following is not an Input of the Create WBS process?" are plentiful on the internet.

So should you, or should you not memorize them?

Here is my story: When I studied for my PMP exam I knew them by heart. I could tell you exactly which ITTO is used in which process. But I took my exam years ago. Since then the PMP exam has become more experience-based using situational questions over knowledge-based questions.

Therefore a change in approach is needed.

It is still important to have a general understanding about which ITTO is used in which process, but you do not need to be able to recite them by heart. It is much more important to understand the concept of "Why is this ITTO used in this process?" Your knowledge about WHY an ITTO is used in a process will definitely help you to arrive at the right answer.

Additionally, this new approach is much more helpful for you as a project manager in the long run. Frankly speaking, who cares whether an ITTO is part of a particular process or not after you have passed the PMP exam? If you need to know,

you can just look it up! But knowing what they are, why you need them and how to apply them successfully on your projects greatly enhances your project management skills. It goes a long way in making you an exceptional project manager.

As you are studying the ITTOs for your PMP Exam, keep the following concepts in mind:

First of all, Inputs and Outputs are always "things", like a project management plan, a measurement, a result, an update to a plan, a document or a deliverable. You can touch Inputs and Outputs.

Second, it is very common that an Output from one process becomes an Input to another process. Focus your studies on understanding how these items flow through the many processes in the PMBOK® Guide in order to produce our project deliverables. Use the many charts that the Guide provides to see this graphically.

Third, Tools & Techniques very often have some form of "action" attached to them, like a meeting, a methodology, a technique, a form that you must fill in, or a matrix that you create.

And lastly, don't forget to read the complete PMBOK® Guide glossary. Study and understand the definitions of the roughly 350 terms that you find here. Again, you are not doing this for memorization sake, but instead you want to learn "the language" of the PMP exam. Often we use project management terms loosely and interchangeably in our day to day work. But for the exam we have to know exactly what each term means.

Reading the glossary ensures that you know the correct definitions, and, as a bonus, the glossary indicates for each term if it is an input/output, tool or technique.

So move beyond a third-graders approach of fact memorization. Instead, study the big picture, the data flows and how the ITTOs are the glue between the processes.

# The DNA of a successful Manager

**By Kummar Vaalsalam - PMP**

When I speak about the managers DNA it is not just the project managers DNA I am referring to, rather it is about each one of us who is managing a journey called life. There are many sub-projects that we take up as we travel with time.

However, to start with let's just look at the top 9 traits that make up the successful Managers DNA. Then go out and look for your next Vice President induct and see how he moves to that corner office!

**1. Will, desire and goal orientation -** Managing projects is a mind game and it comes easy for people who believe in their project. People, who set a goal, chase the goal & make the goal achievable. This means that they walk the roads that they trust. If there aren't such roads they are able to build such roads that lead to their goals.

**2. Dream, visualization and ability to read the plot -** The success oriented manager is a dreamer. He is able to sit there and imagine the award ceremony. The 3rd place goes to and he is just smiling, the 2nd place goes to and he is looking at his colleagues, his team, the 1st place and he starts walking already! People who live their dream have a bold confidence.. a little ruthless to the extreme. They visualize success happening to them every day of their lives and read the plot coming. Sometimes things hit them on the back but for the most part even when stakeholders want to write-off her/him he/she still appears unaware because he/she doesn't see the lack of faith coming from people around. This is a lot like the blind-spot but that's what doesn't exist in the dreamers mind. He is seeing what is coming more than people around him and making a point .. look I can see where we are headed for...

This unwavering ability to read the plot as the way he imagines it is the true strength of character.

**3. Emotional Quotient, risk taking ability and guts  -** Even the most minutely planned projects could run into last minute glitches. This can be stressful and can lead managers to lose their way...give up... A strong EQ will help them stay calm and stay connected to the problem at hand at ground zero. High EQ managers can play well at Ground Zero where the tempers are running high, teams are facing burn - out and most fixes seem to be going wrong! Sheer guts and risk taking ability is sometimes seen by traditional supervisors as rush of young blood.. but today's managers need that extra adrenalin rush to decide in split seconds what will work and have the conviction to make it happen. High EQ means easy conflict resolution and good inter-personal skills. The ability to seek support from stakeholders comes easy to managers with this trait and they even have the guts to defy conventional thinking for a greater newer idea.

**4. Humility, empathy and willingness to listen -** Successful managers speak softly, are never rude and never ever dominate. This DNA has liberal views, is not stuck on an idea and is willing to listen to more ideas...! These managers are therefore more approachable and somebody one can confide in. While on humility the one trait that appears conflicting is the 'ego'. Positive ego (pride) is helpful while negative ego

that is inward facing (know it all, I am right) is what is the real enemy within. Humble leaders do have ego a.k.a. positive ego with which they self-motivate themselves when on rough terrain. They encourage discussions and invoke ideas from more people & then allow healthy debate to arrive at one firm decision. Successful managers are assertive & once they decide on an approach they make every effort to market the approach and make it acceptable to the group. Finally, they don't worry if the one odd one doesn't initially agree with the approach. They patiently wait, play the game and let the results speak for the rest to follow. This breed is not hungry to have everyone on his side on day one.

**5. Good learner, learns by sharing and mentors promising talent -** The success path manager is willing to learn from his subordinates as much as his peers and superiors. His method of learning is by teaching another while he learns and picks up the tricks on the way, willing to be corrected. The learning leader has a to-do list of skills and competencies, he wants to take a look at and dabble with playfully. He is excited about learning and is hence playful to keep his interest alive. Success bound managers are great motivators and story tellers inspiring generations young - same age - older colleagues. Though they are never officially designated mentors you will see a steady stream of employee's visiting their desk to seek inputs.

**6. Pulls out the weeds, eliminates inefficiencies and is the bottom-line guy -** The success oriented manager doesn't waste time in eliminating unproductive resources – human or otherwise. He is cost conscious and will never waste time too much on correcting or taking along what he doesn't think will go all the way. He is bold to cut unproductive costs and pack-off resources without blinking an eye lid clearly focusing on bottom-line. To that extent he is ruthless, unemotional and the gardener who pulls out the weeds. He is in business.

**7. Influential, resourceful and game changers. -** Successful managers are great at convincing people and customers. (I don't know about their wives). Strongly influencing minds/decisions, moving teams and aligning them in the same direction comes naturally to success focused managers. These are top-line focused DNAs having the energy and determination to be game changers.

**8. Ethical, rightful and forthright. -** There are only two colors he learnt while in kindergarten – black or white. No shades of grey and red. He is color blind to the rest of the colors. Has a compelling sense of what is correct and yet he is willing to be politically incorrect (Is not diplomatic to that extent). By virtue can be trusted if all you want to do in business is fair play. His definitions of ethics come from a child like honesty. Will take responsibility and initiate corrections where needed.

**9. Thinks long term, loyal and will be there till the end (last ball). -** The successful manager has not started looking out for his next job when he is in deep trouble waters in the current one. He is the horse for the long race and will be there when you are done over and out! He will be there backstage when you are wingding up the sets and pulling it down when you are all done. These managers are always willing to invest in competency development (long-term) rather than just skill

development (short term). They will be there right till the last minute into the show. They don't plan their safe passage while the heat is on. Successful managers are thinking and imagining the end product right in the beginning and these are people passionate themselves to see the end product - success! Success for the stakeholders is his only agenda.

**In a nutshell: The DNA of a successful Manager**

1. **Will, desire and goal orientation.**

2. **Dream, visualization and ability to read the plot.**

3. **Emotional Quotient, risk taking ability and guts.**

4. **Humility, empathy and willingness to listen.**

5. **Good learner, who learns by sharing and mentors promising talent.**

6. **Pulls out the weeds, eliminates inefficiencies and is the bottom-line guy.**

7. **Influential, resourceful and game changers.**

8. **Ethical, rightful and forthright.**

9. **Thinks long term, loyal and will be there till the end (last ball).**

**About the Author**

**Kummar Vaalsalam**

VP Publications, PMI Mumbai Chapter

The writer is a successful young dynamic techno-management leader in the IT industry keenly watching the business and working towards making a difference to the bottom line for his organization.

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# SECURITY IN IT PROJECTS

**By Ajay Patil, PMP**

IT security is area of importance, which often gets neglected in many IT projects. In many industries, like banking or insurance there are regulatory apex bodies, which issues security guidelines time to time and mandate compliance with the same.

These guidelines may be towards data security, confidentiality or availability. There could be also mandatory requirements of meeting certain international security norms because of organizations presence or listing in multiple countries. Non-adherence to these guidelines could have severe implications.

Nowadays, most of the organizations have security programs in place which typically includes

✓ Strategy

✓ Security Policies , Roles and Responsibilities

✓ Risk assessment and mitigation

✓ Training and Awareness

Any IT project carried out for the organization should pay enough attention to the above to ensure that the security requirements are incorporated in the project and at right stage.

The organization in force policies and guideline documents, which are available with IT security team, can be used to

1. Identify Data classification , data sharing, access rights and required sign offs

2. Certifications or compliance required

3. Known risks and vulnerability

4. create the base for criticality assessment

5. build checklist

6. assess security needs at different phases of project

7. create Security Documentation and training material required

If a person or security team is included as part of project team at an early stage, it adds a lot of value. This helps to build all security requirements as a part of the project. If a dedicated resource is not available the security personnel should be made available for consultation. They can be associated with risk assessment of the projects

Early detection of some risks will avoid large costs due to oversight of security requirements. If project is at an advanced stage accommodating IT security requirements might prove very costly and it may affect timelines. For example because of data confidentiality certain projects may need role based access with multiple level of authentication. If such requirement and matrix is missed recoding or rebuilding of the application framework may be required which can be avoided at an early stage.

The business, functional and technical requirements which are documented as part of the project should be available to security team to understand the solution being built and security touch points which will help securing the same.

This ensures that your solution will be built securely from very beginning.

In a solution being developed as part of a project IT security risks can be

✓ Architectural risk- the components selected as part of solution may have some known or inherent risk or some of the risk may arise because of the way integration is planned. Another architectural risk is not planning adequate resiliency as required by business.

✓ Process risk- The solution developed will be used to run or support certain processes. The process interfaces could pose some IT security risk

✓ Implementation risk – The processes and architectural components or framework can be world class yet actual implementation may lack required user or data validation.

With most of the business applications being web facing,

studying application and process level vulnerability is the key. The applications or systems being developed as a project may have online or offline integration with multiple processes or systems.

The application development team working on a project is expected to have good business and technical understanding but may not always be updated on all security aspects or recent threats. The cyber attacks are launched taking advantages of lack of validating user input, incorrect or inconsistent design assumptions, insecure data exchange or communication, weak controls on OS or database .These weak links should be identified during the planning, development, testing, and maintenance of the components.

Before go live in production there could be security penetration tests conducted depending on the business criticality and requirement.

The IT security assessment should include authentication, data protection, error logging and handling as well as operational aspect.

Documenting identified security risk and identifying accountability to mitigate the same is important. Also the measures taken or operational procedures to mitigate security risk must be well documented and should be handed over to operations team as part of closure document.

IT security activities can be loosely mapped to application system project SDLC

✓ Initiation Phase- Preliminary risk assessment – IRM Criticality Assessment and Initial cost consideration (e.g. Application code scanning, penetration test, expert consultation, etc)

✓ Acquisition / Development Phase- Security checklist – Development & IS Recovery, full information risk assessment, Security functional requirements analysis and control development, security functions test and evaluation, perform Application code scanning if required. Cost considerations for remedial action items.

✓ Test & Implementation Phase- penetration tests, risk and security sign off

✓ Operations or maintenance phase- Configuration & Change management (e.g. data patching, security fixes, etc),Data security review (e.g. data storage, etc),Continuous monitoring (e.g. system log reviews, user profiles reviews, etc)

✓ Disposal Phase- Information preservation, Hardware and software disposal

Thus information security is important and should be made an integral part of IT projects.

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Mark your calendars for the most exciting event of the year where the cream de la cream of the Project Management industry come together.

## PMI NATIONAL CONFERENCE

**Date : 26th to 28th November 2010**
**Venue : Grand Hyatt, Mumbai**

Be there to have the opportunity to listen to industry leaders, read the papers submitted by your peers and applaud the Projects of the year.

# Enterprise Applications -
# Best Practices for Effective Test Management

**By Shirish Sawant**

### Overview

**Enterprise applications require a Testing Approach that includes well thought out Strategy, business planning and stakeholders involvement. Here Enterprise applications refer to CRM, ERP, SCM, Business transformation or any large Custom developed applications. Continual change is a given with these iconic business applications that have a broad reach across the organization.**

Imagine a typical large size engagement, team size of 30 - 70+ resources drawn from various teams – Functional, Technical, Infrastructure, Training, Testing etc. Comprising of client as well as project resources located at different locations across globe involved in multiple releases and multiple test cycles! It brings different set of challenges and complexities for a Test Manager.

It takes a seasoned Test Manager to plan, strategize, coordinate, motivate and orchestrate testing efforts to be successful on the job. Following best practices are collected from various large projects and found to be effective test management practices.

➢ **Identify, revalidate and confirm testing scope**

Like any project it is very important to identify what is in scope / out of scope for the overall project and for each release. PMO or high profile meetings are participated by Client and Senior Management. Important decisions including scope, change request or escalation are discussed during these meetings. It is very important for a Test Manager to participate in these meetings to know what is going on in the project.

● Identify all the bolt-on / external applications and the releases they are going live with. Also identify technical and functional owners for each bolt-on application.

➢ **Identify Testing tools early in the project**

A good tool makes Test Manager's life much easier. Automation tool provides higher ROI along with high degree of reliability.

● A central repository tool to store requirements, Test Cases and other documents and which facilitates execution, defect management and helps to maintain Traceability and generates various execution reports is a great help!

● Enterprise applications normally needs various tools – one for Central repository and defect management, another tool for Automation Regression testing and to measure performance bottlenecks before going live.

● Identifying tools early in the project helps to plan for Tool specific training and to identify skilled resources.

● Pay attention to versions and features provided. E.g. Client may already have the tool but may not have the latest version, and the available version may not be compatible with the latest ERP software features.

➢ **Prepare, Review and get Approved**

A Test Approach / Plan is a important document which helps to communicate plans for testing.

● A well written Test Approach/Plan document covers Testing scope, Assumptions, Risks, Organization structure, roles and responsibilities, timelines, testing phases, Entrance and Exit criteria, Tools, defect management process among other sections. The Test Approach document serves the purpose of making sure all the stakeholders are on the same page and

there is no ambiguity. Get the document reviewed by Project Manager / Delivery Head for completeness. Get the document Approved by Client Project Manager and Project PMO. This is a living documents – keep updating it as project progresses

- Clearly identify Roles and Responsibilities and well defined Entrance and exit criteria
- Involve client team member to develop end to end scenarios and Test Cases. Get them signed off.

➢ **Conduct Testing Overview**

Conduct Testing Overview Presentation before a new testing phase begins e.g. Integration testing

- Invite Leads, testing team members, extended team members and key stakeholders including PMO
- Topics covered are Scope, roles and Responsibilities, test coverage, timelines and testing processes
- Socialize testing templates, standards
- Identify action items and responsible individuals, e.g. who is responsible to identify end to end scenarios?
- Focus is to identify real life scenarios
- End to end scenarios are very important to make sure different modules are integrated well and there are no integration issues. These scenarios can form basis during Performance Testing

➢ **Identify testing champions from each group**

Testing is a responsibility of each and every team member. On a large project, team members may play multiple roles. A functional team member probably will also involve in test script development and execution

- Identify one or two members from each group as a Test Champions. Test Champions will be point of contacts between Test Manager and Individual teams. While identifying test champions, choose somebody who can get the work done from their peers. This helps to get buy-in from each group!!
- When original testing team is lean, test champions are your arms and legs!
- It is important to conduct weekly team meetings with them and to get status update from them about the testing progress of their team and to give them overall testing updates.

When the above mentioned Best practices are in place and when you are getting ready to begin execution, before couple of weeks…

➢ **Conduct Training on testing tool usage**

- On a large project, team members perform multiple roles. E.g. Functional team members will develop test scripts and also execute test scripts (Extended team members). These resources, for whom testing activities are secondary, may not be familiar with standard testing tools or how to capture defects.
- Conduct tool Introduction sessions for these extended testing team members so they become comfortable with the Testing tool usage and how to log defects (including what description to capture!). Also make them familiar with the defect management processes (who OPENS defects who can CLOSE them etc.).
- This will reduce their resistance to tool usage and boost their participation and comfort level. Also it helps during daily Defect meetings and helps to close the defects on priority.

➢ **Conduct Test Execution kick-off meeting**

Conduct Kick-off meeting before System, Integration or UAT testing execution begins.

- Invite all the team members involved in the execution for the kick-off meeting. Share Testing processes related to execution schedule, defect category and priority, timelines, Entrance and exit criteria and logistics
- Publish Test Execution schedule. Share expectations - how many scripts / scenarios need to be executed on a daily basis.
- Inform the team about daily defect meetings

➤ **Conduct daily defect meetings during execution phase**

Once execution begins, schedule daily defect meetings. Invite Project Manager, key client contacts, Leads and test executors to the meetings. Besides defects also discuss progress, issues team is facing. Give guidance on how many scripts / scenarios need to be executed on a daily basis and to catch up lost time.

- Book a meeting room with a Projector and dial-in facility. Send out meeting request to all the concerned parties. During the meeting, discuss the defects logged on that day or previous day
- Assign correct Severity and Priority. Assign defects to the right team and owner.
- Senior Management knows if there are any issues which need their attention.

➤ **Conduct Entrance and Exit criteria meetings**

At beginning and end of each testing phase, conduct Entrance and Exit criteria meetings.

- This meeting is particularly important during Entrance of UAT and exit of Integration and UAT
- Invite all the Leads and other Senior Management for the meeting. Senior Management knows if there are any issues which need their attention
- Take Senior Managements go ahead for the Entrance and Exit criteria

Before we conclude, do involve client resources at all stages of testing i.e. from Requirements clarification, script development, sign-off of Test Approach, Scenarios, and Test cases to execution. This will help to build better teams and improves team dynamics.

# PMI NATIONAL CONFERENCE

Conference Theme:
**Leveraging Project Management efficiencies through Innovation and Strategic Partnerships**

**Do you have an idea for the PMI National Conference ?**
**Do you wish to volunteer for the PMI National Conference ?**
**Do you want to be a part of a Mega Project ?**

Write to us at pmo@pmi-india.org

**Gear up and contribute Technical Papers**
**More details would be shared in the PMI MC mailers shortly**

Joinly hosted by
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and
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# LEAN MANAGEMENT
## - FOCUS ON ENABLERS
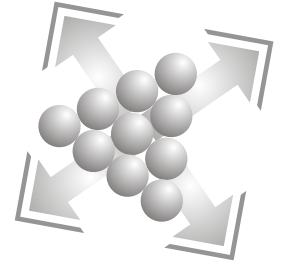
**By Tarak Das**

## Introduction & Importance in Current Context

One of the latest buzzwords during the current recession (many say it is gaining reversal, others are less optimistic – but let us not discuss) is "lean management" and the adopting of the "lean mindset". We all love to believe (and make others believe) that this is not a "cost-cutting" measure, and that it really means there will be a reduction in "overheads". Overheads related to the redundant processes or deliverables, maybe because they are no longer required, or maybe because they are duplicated elsewhere. It is a tough task to remove such overheads, because it requires careful planning and an organized approach to achieve. In a mad rush towards achieving "quick results", we end up with steps like reduction of free stationery material, lesser investments on rather "almost-essential" items. And when the masses (read employees) are faced with these realities, the buzzword "lean mindset" translates to its rather hated cousin named "cost-cutting"!

The importance of lean management lies in the fact that it aims to minimize the "extras" i.e. those activities that is, as per the customer, not value adding to his business. While there could be certain things that the customer will not pay for because there is no perceived value (example – knowledge retention and training of resources), but the organization still must plan and execute, the purpose of lean is to be able to minimize these and perform only those that at least contribute indirectly to the business of the customer. (Usually such costs are built into the rate cards under the heads "indirect costs")

Performing lesser of the non-value adding work also means finding more time for the activities that are value adding to the customer, therefore resulting in the ability to do the tasks with greater care and attention. It also means that the resources can also be able to ideate (and implement) improvements. This results in higher customer satisfaction.

## "Enablers" of Managing in a Lean Context

**Knowledge Management** One of the very commonly used terminologies in the industry that often misses the attention it ought to enjoy. Many think that knowledge management is limited to the creation of a knowledge repository so that someone else (read client) is happy. Unfortunately, what we forget on many occasions is that the creation of the knowledge repository is not an end in itself. How many times is it referred to? How many times is the information it provides useful? And last, but not the least, how many times are people updating it with more information as they gather more experience, come across more unique situations and learn to do things better. This is one of the critical areas that the project manager must focus on. It is not a "good-to-do", it is a "must-do".

**A Comprehensive & Robust Management Information System -** One of the top priorities for any organization should be to focus on an integrated system that would have a tight coupling with the existing business processes of the organization. While many tend to start this journey with vigor, the enthusiasm may fizzle out gradually – mainly because of resourcing problems or lost focus of the sponsor or even the change of the sponsor. Such an initiative should be passed through rigorous tests of cost-benefit analysis, resourcing requirements and proper buy-in of all the beneficiaries. In short, it should assume the status of any other project in the organization, with the only difference being that the customer is internal.

**Do we really need ALL that reporting … ?** I have seen many times (and at times not without being getting inflicted upon myself) where reporting of the delivery functions is nothing short of a nightmare. The same information is cast into different moulds to meet the requirements of the varied "customers" of the information – the real customer, the contract manager, senior management, quality functions to

name a few. Unfortunately, while it seems rather easy to be able to satisfy each of the requirements from a database of information, the sad part is that, more often than not, such a database does not exist as a single entity. And there is no other option except to scramble all around to collect the information.

In my opinion, perfect progress report(s) is far less important than a perfect deliverable. Due to many constraints and practices, this philosophy may be rather sidelined, which is quite unfortunate!

**Delegation of Authority -** Often we find the situation where the project manager is actually overloaded with too many responsibilities, which can, in a "worst case" scenario may give rise to the situation that the manager is not really in control of the delivery.

In this situation of trying to satisfy too many stakeholders with non-aligned (with each other) requirements, the project manager (and quite correctly) does the obvious – delegate. But the delegation is limited to doing the "dog-work"; delegation does not entail the delegation of authority. Reasons could be many – competence of the person to whom the work is being delegated, for example, could be one of them. This means, that although some work is no longer done by the manager, there would still be decisions, inputs, approvals that would have to wait for him. This means that the whole arrangement is only "lean" at a superficial level. So, delegation of work has to be accompanied by a delegation of authority and control, so that the delegate is autonomous. However, there are some pre-requisites for this to happen, and must be dealt carefully. Quite close to this situation is also phenomena of bureaucracy … one of the best examples that you could check this with are the approval cycles in the organization. E.g. how many people take part internally in approving the taxi bill that you want to reimburse? Or if you need a resource that has to be recruited? A long cycle could be an indication of the lack of delegation of authority.

Also to be noted is the fact that the delegation of authority has a side-effect, namely motivation, which in turn may trigger a person to provide more output.

### Conclusion

We have seen in the above paragraphs that while there are definitely benefits of adopting the lean mindset in the organization, there should also be focus on certain enablers that will make the path of implementation of "Lean" a lot easier.

# Captain of the Ship

**By Sunil Bhatia**

This is the first time I am writing for a published magazine and would like to thank my friend who we all call "Satpal Ji" for having shared a minute of his time over a dinner conversation. The words he spoke had a profound impact on the way I have been thinking about "Leadership" and "Management"

The purpose of this article is not to compare differences or similarities between "Leadership" and "Management", but it is about "Leadership" itself. It's a lesson that I have learnt from the dinner conversation that has made me change my outlook towards how teams are to be LEAD.

Our dinner conversation reached to a point where we started discussing about traits of a true leader and that is when Satpal Ji discussed about his experience of working in the Merchant Navy. The story was about the belief that he and his other colleagues had in their Captain during any stormy weather. No matter how bad the storm was, the belief and faith in their Captain outweighed the fear of loss of life. They felt secure and protected as long as the Captain was around and doing his best to help.

As the story unfolds we learnt that during any storm the crew and officers of the ship would witness their Captain in the command room doing his best to get the ship and its crew out of trouble. This demonstration of great leadership ensured that the crew did not crumble under the pressure of the storm.

Later Satpal ji was promoted to manage the Ship as a Captain and had his own set of adventures of handling the ship in storm weathers. The man, who was once on the deck of the ship feeling safe with his Captain taking charge, was now managing the Ship. This is when he realized that there was nothing that could be done to defeat the forces of nature. However his team was watching him in the command room and had the same belief and faith in him like Satpal Ji had in his Captain.

This belief system originates from the repeated demonstrations from the leader of being calm and composed under stress or pressure. It is very easy to succumb to difficult situations, but a true leader demonstrates strength and courage by remaining calm and composed and at the same time applying his mental faculty to figure out a way to overcome obstacles. This is the quality that sets a Leader apart from a mere Manager.

We as Project Managers have had our own share of stormy weathers of keeping projects on cost and time. We have had our own share of issues with stakeholder management, collecting requirements, defining scope, reporting, staffing, quality, etc. that we tend to worry only about the management aspects of the project and at times people are given lesser priority.

I truly understand that under pressures from senior management we at times tend to give way, but do remember that you have a team that looks up to you. Do remember that no project can be successful without a highly motivated team. Remember that talent can be acquired, but team motivation will have to be built ground up. It's only through the actions of the leader (manager), that the team finds a purpose to report to work every day, to go though the ups and downs of the project and stick with every member during the difficult phases of the project.

So the next time you are under pressure, remember that there may not be much you can do to battle your storm, but you do have a team who looks up to you and wants to support you. So don't blow out the opportunity to gain support from your people as this is the time when your leadership will be put to test. This is the time to make a difference and start leading, because a team can only be self-managed under a good leader.

Before I close this article, I would like to thank my friend for sharing the essence of effective leadership in just under one minute. I would also like to share with you in the words of Peter Drucker and Warren Bennis that "Management is doing things right; Leadership is doing the right things".

Bring out the Leader within you…

# The Omnipresence of Project Management

**By Kyrus Antia, PMP**

Today Project Management has become an integral aspect of everyone's life. On the face of it, this statement may sound surprising or far-fetched, but think about it for a moment and you will realize that it is true! Anybody who wants to do "anything" has to initiate, plan, see the scope involved, schedule, do the "anything" and complete (close) it.

Let us take a very "everyday" example of getting ready to go to work. Mr. Working Man has to go through all the processes of Project Management.
1. Decide that he has to go to work today or not (Initiate)
2. Determine which train/bus/rickshaw to catch so as to be able to reach on time (Plan)
3. Start his journey towards his office (Execute)
4. Keep watch so that he gets the train/bus/rickshaw he has planned for (Monitor and Control)
5. Reach office (Close)

We do these things automatically, without giving them a second thought but isn't it really wonderful that we are executing Project Management processes so effortlessly and that everyone is doing it. Hence I would say that Project Management is definitely in-built in human nature. It is ubiquitous. It is omnipresent. Wherever you go, you will find it in one form or the other.

This simple but beautiful truth first struck me when I was preparing for my PMP certification. While reading PMBOK and trying to capture the concepts specified in it, I got really involved with the processes. One day while watching a program on TV about a man in pre-historic times going out for a hunt, it suddenly struck me that this man was actually performing the various processes of Project Management! He was planning his hunt, he had to complete the hunt, and he had to return back home by dusk and also feed his family! Project Management in pre-historic times! Amazing!

Today the field of Project Management has advanced considerably. It is taken as an integral part of any exercise or endeavor. The very definition of a project – A project is a temporary endeavor undertaken to create a unique product, result or service - says a lot, doesn't it? I mean there could be so many "temporary endeavors" undertaken by us in a course of a single day! Hence it is no cause for wonder that today Project Management is indeed a part of everyone's life.

My personal experience tells me that doing PMP really broadens the way we look at Project Management. It changes one's way of thinking. I probably would not have been able to relate to the TV program about the hunter with Project Management if I was not studying for my PMP at that time. The connection between Project Management and that hunter's actions really struck a chord in me and then when I looked deeper I realized that every action of ours has got some element of Project Management built into it.

Project Management knowledge areas affect everyday life in someway or the other. Don't we do some kind of Risk Management and Time Management in our day-to-day lives? Aren't we always trying to improve the "Quality" of our lives? I am sure everyone, at some point of time, have had to handle the "triple constraints" that crop up in various situations as he/she goes through daily life.

What about communication? Where would we be if we could not communicate with each other? And we all know what could happen if communication is faulty or misunderstood, whether in a project or in daily life. In a project it can derail the entire project and in daily life it could adversely affect relationships. On the other hand effective communication is a major contributor in the success of a project or a relationship.

Projects contain risks and so does everyday life, so let us look at little more closely at Risk Management. Isn't risk analysis always high on the priority list whether it is an official project or a personal situation? No project can be given a go-ahead till ideally all, or at least most, risks have been identified and relevant action for mitigating or eliminating the same has been decided. Going ahead on a project without dealing with the risks first, would be like committing hara-kiri. No Project

Manager worth his salt would commit this kind of mistake. Similarly whatever action we take in our daily lives, we do carefully weigh the risk first. Would it be prudent to buy a house in this area? Isn't it risky to go driving on the Ghats during the rainy season? What if I buy this insurance policy and then realize that this is not what I wanted? Should I leave this job and try my hand at this new offer, though it is with a start-up company?

Sounds familiar right? So it does make perfect sense when we say that all of the above are individual projects which we are executing (buying a house, going on a driving trip to Khandala, buying an insurance policy, taking up a new job) and are carefully weighing the risks of each. Similarly we can evaluate each of the other knowledge areas with the above examples thereby establishing a clear connection between everyday life and Project Management.

The above viewpoints go a long way in strengthening the case for the validity and importance of Project Management today. It has practically been accepted (or at least it's on way of being so) as a science. According to Webster's New Collegiate Dictionary, one of the definitions of science is "knowledge attained through study or practice". This is so potently true for Project Management. As we get deeper into the practice of Project Management, we learn more everyday. Every project has got it's own uniqueness and comes with it's own trademark situations hence enhancing the learning process for all involved in that project. Just like in any area of science, be it Physics, Chemistry, Biotechnology etc., learning never stops and the same is true for Project Management too.

Throughout our history we have examples of mankind using Project Management. The pyramids of Egypt, Stonehenge, The Great Wall of China and our very own Taj Mahal are just a few of numerous such examples which stand as a testament to this fact. It would be really wonderful to go back in time and actually see how these managers of yore handled such huge mind-boggling projects. Can you imagine the amount of planning that would have gone into building the Great Pyramid of Giza? How wonderful it would feel to see these wizards put up the Stonehenge!

The relevance of Project Management has gained tremendous momentum in this day and age and will continue to do so as time progresses and the best part is that this process is not new or modern. It has been there since times immemorial.

Let me end this article by saying that we continue to learn more about and from Project Management as we apply it to our projects and also to our daily lives (though for the latter most of us are unaware that we are doing so!) and it continues to enrich our experience with it's unique traits. Call it a management technique, an art or a science, the truth of the matter is that it is one of the most required disciplines today and is going to be with us and grow with us till we exist.

I came upon a very interesting quote the other day – "God had a huge project and he got it done in 7 days."

It is always said and believed that God is omnipresent. Well so is Project Management!

**Kyrus Antia, PMP**

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# "The Deadline" by Tom DeMarco

## Book Review

I generally dislike reading novels since I am not able to sustain my interest for such a long time. I would rather watch a movie where everything is over in 2 and 1/2 hrs max - the project is either a success or failure....

But this book was different, it made me chuckle through all the 310 pages....I could totally relate to the narrative.... set in the form of a novel, the reader follows the experiences of a Project Manager held responsible for a series of projects with impossible deadlines – hence "The Deadline".

It's an offbeat story starting with a kidnap of the protagonist of the novel to an unknown country. He is being given "the opportunity of a lifetime" to lead "1500 fairly senior software engineers" to develop 6 software products in 700 odd days to start with.

The stakeholders in the project are lifelike…. Sinister minister Mr Belok, an intuitive manager Belinda……a tyrant NNL (Nations Noble Leader). The story interweaves specialists from different aspects of a project life cycle. The characters have shades of personalities from the living world - a modeling and simulation expert, a numbers man, a function point analysis expert etc.

One of the central characters is a "burned out expert IT Project manager" Belinda. – UC Berkley, summa cum laude, MBA Harvard, experience in XEROX PARC, Apple, Tandem, HP…… like so many we see in the real world today. The sentiment that she portrays "The manager has to learn to trust her gut, lead from the heart, and build soul into the team and into the organization" is laudable.

As we progress, pressure builds on the team …..power center shifts, the number of working days reduces…..the story is about how the project manager maneuvers through it all to make the project a success.

The Deadline focuses mostly on interpersonal issues: "'What's the hardest job in management?' 'People,' 'Getting the right people for the right job. That's what makes the difference between a good manager and a drone." - is what the protagonist has to say and this echoes the experience of any project manager worth his dime.

Additionally, DeMarco also highlights the need to "Keep good teams together to help your successors avoid problems of slow-jelling or non-jelling teams" because "a day lost at the beginning of a project hurts just as much as a day lost at the end" which is easy to forget under corporate pressures.

Demarco began his career at Bell Telephone Laboratories and managed real-time projects for distributed on-line banking systems in Europe. He speaks from experience when he comments "Pathological politics can crop anywhere, even in the healthiest organizations" and as a project manager "You have to be willing to put your job on the line any day". So true…..that's what makes a successful project manager.

DeMarco has intelligently captured the "takeaways" of every chapter in a impressive Dilbert like anecdotal summary at the end of the each chapter. They are like the "Ten commandments" …… that I personally will paste on the walls of a Project War room....such that the Project team is ALWAYS aware of the same.....

Couple of my favorite quotes are…."Threats are an imperfect way to motivate performance" and…."there is no such thing as short-term productivity fix"…..also"Productivity improvement comes from long-term investment".

A project manager by profession DeMarco is a prolific writer. This is his fourth book in the series. He has ably highlighted the challenges that every project manager faces day in and day out ….in a very close knit story…..the issues have been portrayed in a matter of fact way……..which all project managers will identify with. DeMarco's other areas of interest are change facilitation, and litigation of software-intensive contracts and has other books on similar subject - http://www.systemsguild.com/GuildSite/TDM/TDMBio.html.

As rightly quoted in the book:

The road to wisdom, well it's plain and simple to express, err and err again, but less and less and less – Piet Hein

Read the book to enjoy it……The setting of this book is pre Y2K boom ….and for people who can relate it to those years will enjoy the book all the more……

Book review by: **Sumantra Sarkar**, MBA, PMP, CISA, ISO 20000 Auditor (ITIL), PhD student
Computer Information Systems, J. Mack Robinson College of Business, Georgia State University Atlanta, GA

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