PMI-MC JOURNAL

Project Management Institute / Mumbai Chapter

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Prakalp प्रकल्प

October, 2005
Volume 7, Issue 2

Inside This Issue

"Have You Renewed Your Membership?"

Your key to successful projects

From the Editor's Quill

We are happy to bring out this Twenty third issue of the PMI MC Journal - PRAKALP.

PMI Mumbai Chapter made great strides this year in terms of PMPCE courses and PMP Club..

Project Management is becoming established as a profession, and an essential part of that is practitioners should have knowledge of the subject, from which they can make predictions about which approaches will lead to better outcomes. Hence the provision of formal education programmes is essential to the development of the new profession.

To that end, Professional (PMP) certification from the Project Management Institute (PMI) has grown rapidly to become a major project management qualification in North America and is making inroads in other parts of the world, especially in countries like India. So far in this year, we have successfully completed fourteen PMPCE Preparatory courses and have helped increase the number of PMPs in this part of the globe. PMI MC is gearing up to conduct the PMPCE Preparatory courses based on the newly released PMBOK Third Edition.

PMP Club made creditable efforts in bringing together the PMPs and organized sessions on "Gap Analysis between 3rd edition and 2K version of the PMBOK".. This is also helping the chapter in preparing new study material for the PMPCE Preparatory courses based on the new 3rd edition PMBOK.

We in PMI-MC, have initiated the management initiative of putting in place a new line of leadership, by inducting ACMs under various Chapter VPs to assist in their respective assigned activities. Anyone who is interested in taking part in this initiative can contact the Chapter, for more information.

This edition also carries an excellent article on "If you fail to plan, then you plan to fail" written by Mr.K.Shashank, a practicing Project Manager from M/s Reliance Industries Limited.

An article on "R&D Project Management" in this edition of the Journal is trying to talk about managing projects which involve high levels of Creativity.

One last word, it is our sincere request that you please share your experience by submitting articles, news items, views etc to make the future PRAKALP issues, more readable and effective

R. Balaji -Editor.

editor@pmi-mumbai.org

REQUEST YOUR PARTICIPATION

- Technical Articles or other material related to Project Management for future issues of PRAKALP.
- Seminar Sponsorship from your company.
- Advertisement in PRAKALP.
- Your efforts in organizing chapter activities.
- Become a member of PMI Mumbai Chapter

PMP Club

In the late 2004 when PMBOK 3rd edition was released, PMP Club members took on themselves the initiatives to do Gap Analysis between 3rd edition and 2000 version of the PMBOK.

The gap analysis was spread over 8 sessions from 8th PMP Club meeting to 15th PMP Club meeting covering all chapters of PMBOK as follows.

1. **8th PMP Club meeting** Dec 5, 2004 By Mr. Kalyanraman covering Project Management Framework, Context and Processes
2. **9th PMP Club Meeting** Jan 9, 2005 By Mr. R V Joshi, President, PMI MC on Gap Analysis of Project Integration Management
3. **10th PMP Club Meeting** Feb 6, 2005 By Ms. Manjula Devi on Gap Analysis of Project Scope Management
4. **11th PMP Club Meeting** March 6, 2005 By Mr. S Sriram on Gap Analysis of Project Time Management
5. **12th PMP Club Meeting** April 3, 2005 By Mr. Anand Naik on Gap Analysis of Project Time Management
6. **13th PMP Club Meeting** May 8, 2005 By Mr. K V Ganapathy on Gap Analysis of Project Risk Management
7. **14th PMP Club Meeting** June 5, 2005 By Mr. S Upendranadh on Gap Analysis of Project Procurement Management
8. **15th PMP Club Meeting** July 3, 2005 by Mr. Kalyanraman and Mr.Vivek Prakash on Project Quality Management, Human Resource Management and Communication Management.

PMI MC library has the archive of all proceedings / presentations of the PMP Club and all members have access to the same.

After heavy rainfall in Mumbai on 26th July, **Disaster Management** is a hot topic. The 1st session on this subject was held on Oct 9, 2005 and observed a record audience. 2nd session on the subject is scheduled for Nov 13, 2005.

PMP Club will discuss more subjects like **Software Project Estimation**, OPM3 etc. in its future meetings.

All are welcome to attend the PMP Club meetings, which are normally held on the 1st Sunday of every month from 10:00am to 12:30pm. Regular updates are dispatched to members of PMI MC or PMP Club. For Membership please contact PMP MC Chapter office or Moderators of PMP Club.

The group site is pmpclub@yahoogroups.com and Moderators can be reached at kalyanramann@yahoo.com & vivek_prakash@yahoo.com. You can also voice your comments through Prakalp or the PMIMC Website.

Report by
Vivek Prakash PMP
V.P. - PMP Club Activities

Jokes

Real Life & Commands

5 minutes ago you were traveling to office at 80 mph. in your brand new car. Now you are traveling to hospital at double the speed in an ambulance. You wish there was UNDO in life!

You are already late, and your key is missing. You wish there was FIND TOOL in life!

You are a bankrupt, after investing in some weird business. You wish there was REBUILD ALL in life!

The train is so crowded that you cannot get anywhere near that nice girl at the other end. You wish there was ZOOM & VIEW FULL SCREEN in life! IF NOT FOR "Replace"!

One day you realize that you are turning bald. You wish there was CUT & PASTE in life!

After marriage you realize that there is bound to be a mismatch. You wish there was an EVALUATION PERIOD or at least a sample down load or a DEMO version!

Itemized billing!

There was an engineer who had an exceptional gift for fixing all things mechanical. After serving his company loyally for over 30 years, he happily retired.

Several years later the company contacted him regarding a seemingly impossible problem they were having with one of their multimillion dollar machines. They had tried everything and everyone else to get the machine to work but to no avail. In desperation, they called on the retired engineer who had solved so many of their problems in the past.

The engineer reluctantly took the challenge. He spent a day studying the huge machine. At the end of the day, he marked a small "x" in chalk on a particular component of the machine and stated, "This is where your problem is!".

The part was replaced and the machine worked perfectly, again. The company received a bill for $50,000 from the engineer for his service. They demanded an itemized accounting of his charges.

The engineer responded briefly:

One chalk mark $1

Knowing where to put it $49,999.

It was paid in full and the engineer retired again in peace.

PROJECT MANAGEMENT INSTITUTE (MUMBAI CHAPTER) IS PLEASED TO ANNOUNCE THE DATES FOR NEXT PMP CERTIFICATION EXAMINATION PREPARATORY COURSE BASED ON PMBOK GUIDE (THIRD EDITION)

THE NEXT COURSE IS SHEDULED ON 10, 11, 17 AND 18 DECEMBER, 2005
BASED ON PMBOK GUIDE (THIRD EDITION)

The venue would be Western India Instrumentation Centre, University Campus at Kalina, Santacruz (East),
The Faculty comprises of experienced Project Managers and certified PMP's (Project Management Professionals)

PMBOK sessions

Introduction
The Project Management Context
Project Management Processes
Project Integration Management
Project Scope Management
Project Time Management
Project Professional Responsibility
Project Cost Management
Project Quality Management
Project HR Management
Project Communication Management
Project Risk Management
Project Procurement Management

"HOSTEL FACILITIES ARE VAILABLE AT MODERATE RATES ON PRIOR REQUEST"

PMI - Mumbai Chapter welcome you to participate in the PMBOK Guide & PMP Certification - Examination Prepratory Course December 2005

COURSE CONTENTS

Introduction to the PMBOK
Project Management
Project Management Processes
Professional Responsibilities

Scope Management
- Initiation
- Scope Planning
- Scope Definition
- Scope Verification
- Scope Change Control

Time Management
- Activity Definition
- Activity Sequencing
- Activity Duration Estimating
- Schedule Development
- Schedule Control

Cost Management
- Resource Planning
- Cost Estimating
- Cost Budgeting
- Cost Control

Quality Management
- Quality Planning
- Quality Assurance
- Quality Control

Risk Management
- Risk Identification
- Risk Quantification
- Risk Response Development
- Risk Response Control

Human Resources Management
- Organizational Planning
- Staff Acquisition
- Team Development

Communications Management
- Communications Planning
- Information Distribution
- Performance Reporting
- Administrative Closure

Procurement Management
- Procurement Planning
- Solicitation Planning
- Solicitation
- Source Selection
- Contract Administration
- Contract Close Out

Integration Management
- Project Plan Development
- Project Plan Execution
- Overall Change Control

Question Answer Sessions in Examination Pattern on each Knowledge Area.

Case Study and Discussions.

Course would satisfied 35hrs. Training Requirement prescribed as a pre-requisite for the PMP Certification Examination"

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

R&D Project Management

Managing R&D Projects is a challenge in itself. Can someone estimate the time taken for coming up with a creative idea? This question is the one that makes R&D projects and product design projects, and any other projects that involve high levels of creativity, difficult to monitor and control. As the solution to a particular design task may need to be innovative, the project team may generally not yet know at the start of the design task how they will resolve it, nor will know of any new problem, which may arise in the process.

It is often difficult for companies to accurately predict how long a new and innovative R & D or product design project will take. The reason is not very difficult to predict, the task of estimating how long a particular design task will take therefore relies on designers and engineers using their past experience in an attempt to guess how long a task which, because of the nature of innovation, they are unlikely do in the same way as in their past experience.

The traditional project management tool of the Work Breakdown Structure (WBS) does unfortunately not go far enough in helping to resolve this problem. A WBS only breaks the overall project into the various sub-sections of the project and outlines what tasks are to be done. It does not go into any further detail as how they are to be done or what problems may need to be overcome for them to be done. It does not give the Project Manager an understanding of which of the project tasks involve high levels of creativity, which by their very nature are therefore difficult to monitor and control.

The WBS is therefore sometimes of limited use when a project involves components which one does not yet know how one is going to resolve. In general any project that involves innovation or creativity carries the implication that one does not always know at the start of the project how one is going to do what is required by the goals of the project. Because of this uncertainty, it is therefore often difficult to break the project down into distinct work areas (or they may be easy enough to break up into different work areas, but doing so may not always be of much practical use)...

A tool which may be of use to project managers involved in this type of project is a further refinement of WBS called the Creativity Breakdown Structure (CBS), in which each work package generated by a WBS is treated as a problem to be resolved, and can be further broken down into the very fundamental problem areas which make up the problem (knowledge, theory, energy source, materials, components, mechanical design, timing, cost, equipment, etc..). Each fundamental problem area can then be analysed to determine which areas require real creativity to be expended in resolving the problem and how best to allocate resources to resolve the problem....

Many designers and engineers may already be using this task breakdown and analysis process mentally, but one of the objects of the Creativity Breakdown Structure is to document the process so that it can be used as an effective communication and control tool.. The Creativity Breakdown Structure is then of use to both the Project Manager, and the entire project team:

- From the Creativity Breakdown Structure, the Project Manager, who until now may have only been aware at a high level of what was being designed or researched gets a view not only of the details of what is being designed, but it also gives him an inkling of how it may be achieved. This allows him to better understand any needs or obstacles that the designers/ engineers may come across, and allows him to act as a better facilitator in getting his team the resources or information that they may need in order to overcome the problems. It also allows him to allocate his resources more accurately, as he can now match the designer with the expertise best suited to solving each problem area. As the various sections of the design have been broken into smaller more easily measurable tasks, the Project Manager can also now use the Creativity Breakdown Structure to more accurately monitor the progress of the project as a whole.
- It crystallises all the problems that the designer or researcher may need to overcome, and gives them an idea of which areas will require the most creative thought. Some of the fundamental problems that are raised will generally only have a finite number of possibilities, and by designing alternative solutions to the problems around each of those finite possibilities; the designer has a distinct number of paths to follow.
- It gives the designer the ability to give a more accurate estimate of the time it will take to come up with a solution. As it allows him to allocate reasonably accurate times to those problem areas which involve little or no creativity, and only estimate the time required for those areas that he will need to be truly creative in.

The main difference between WBS and CBS is that WBS concentrates on what needs to be made, whereas Creativity Breakdown Structure focuses on the many problem areas that need to be resolved in order to come up with a creative solution to what needs to be made.

Producing an effective Creativity Breakdown Structure consists in taking the following steps in an organised and well-documented fashion:

- Decision on how to divide up or breakdown the design problem into individual partitioned tasks (essentially a traditional WBS).
- Decision on the order in which to approach each partition.
- Development of a clear recognition of dependencies and relationships between individual partitions.
- A breakdown of each individually partitioned task into foreseeable fundamental problem areas.
- Assignment of responsibilities to resources best suited to the task for each partition.

The role of the Project Manager is to first get the project team to create the WBS, breaking the overall product into it's various individual tasks, components or assemblies or research/ design issues. The project team must then make a Creativity Breakdown Structure by taking each individual part of the WBS and analysing it to see what individual problem areas it can be broken down into. Many of these individual problem areas can in all likelihood be easily resolved, thus giving the designers more freedom to concentrate on those areas which truly involve the use of creative thinking.

The effective use of Creativity Breakdown Structure should have the twofold effect of helping the Project Manager and project team to better predict and monitor the required design time for the individual project tasks and components, and also therefore to reduce the overall project design time by allowing the project team to concentrate on those areas which need the most creative thinking.

Editorial Team

(Extract from Department of Information Resources, State of Texas. Guidelines for Software Projects)

Force Field Analysis
Understanding The Pressures For and Against Change

This is essentially a decision making tool used particularly in the areas of Project Quality Management and Risk management. It is similar to Cost/Benefit Analysis. The difference is that it is qualitative in the sense that it gives judgmental scores to forces for and against a decision. The other major difference is that it enhances one's thinking in terms of how to find different alternatives to increase the value of the proposed course of action

How to Use the Tool:

Force Field Analysis is a useful technique for looking at all the forces for and against a decision. In effect, it is a specialized method of weighing pros and cons.

By carrying out the analysis you can plan to strengthen the forces supporting a decision, and reduce the impact of opposition to it.

To carry out a force field analysis, follow these steps:

List all forces for change in one column, and all forces against change in another column. Assign a score to each force, from 1 (weak) to 5 (strong).

Draw a diagram showing the forces for and against change. Show the size of each force as a number next to it.

For example, imagine that you are a manager deciding whether to install new manufacturing equipment in your factory. You might draw up a force field analysis like the one in Figure below.

Once you have carried out an analysis, you can decide whether your project is viable. In the example here, you might initially question whether it is worth going ahead with the plan.

Where you have already decided to carry out a project, Force Field Analysis can help you to work out how to improve its probability of success. Here you have two choices:

- To reduce the strength of the forces opposing a project, or
- To increase the forces pushing a project

Often the most elegant solution is the first: just trying to force change through may cause its own problems. People can be uncooperative if change is forced on them.

N. M. Joshi
V. P. Membership & Recruitment

"If You Fail To Plan Then Plan To Fail"

" If you fail to plan, then you plan to fail" This is the philosophy that should drive the organization to initiate a "Disaster Recovery (DR) Project". In today's changed corporate world, which has become more customer focused, ensuring that all customer related data and information are stored safely and securely, has become most crucial. The organizations, which are primarily into a customer-facing business, eg. banks, insurance, credit card or retailing, take a 'DR' project on the top priority.

As a Project Manager of a 'DR' project, it is important for you to know what are the major tasks that you should perform to meet the project objective. At the same time, it is equally important to know what are the industry 'best practices' to perform each task.

First let us have a glance at the major tasks that must be accomplished for a successful DR Project.

1. **Understand the criticality of Application (s)**
2. **Define the Recovery Time Objective (RTO)**
3. **Define Recovery Point Objective (RPO)**
4. **Identify possible Disaster Scenarios**
5. **Carry out a Business Impact Analysis (BIA)**
6. **Perform a Risk Assessment (RA)**
7. **Plan and document all the procedures**
8. **Form a Disaster/Crisis Management Group**
9. **Provide awareness & training**
10. **Conduct the DR drill**
11. **Record the results of the drill, review & improve**
12. **Handover**

Best Practice :

The Disaster Recovery Institute (DRI) Canada, suggests that below listed 'best practices' should be adopted for various tasks in a DR project.

DR Plan :

1) All IT facilities need documented Disaster Recovery plans.
2) Copies of Disaster Recovery plans must be kept offsite and accessible to the recovery team.
3) Disaster Recovery plans should be tested no less than once a year.
4) Disaster Recovery plans must be maintained and should be reviewed for changes no less than once a year.
5) Critical IT infrastructure requires Incident Response Plans (IRP), a type of Disaster Recovery plan specific to an infrastructure component, which specifies how to handle and recover from possible impacts that would impair that component's ability to deliver the necessary performance.
6) Disaster Recovery plans must be supported by plans for all logistical support departments; such planning is contained in a Business Continuity Plan (BCP).
7) Platforms which support distributed processing for one or more systems which require recovery should ideally plan for recovery at the same site. If different sites are chosen, then those sites should be sufficiently proximal to ensure the minimum throughput for each recovered system.
8) If one or more related or co-dependent (front-end, back-end, etc.) IT facilities choose a given recovery site, then the other facilities sharing the co-dependency should consider choosing the same recovery site; co-dependent IT facilities should work jointly in developing their recovery strategies. Proximity not only reduces networking costs and transfer
9) times but also reduces exposure to network disruption (fewer potential points) and recovery times.

Risk Assessment :

1) RA should be conducted for all IT enabling facilities such as data center buildings, power houses, and external communications facilities (network cables, relay stations, towers, etc.)
2) Based on its RA, appropriate protection and impact mitigation measures should be implemented for each IT enabling facility.
3) RAs should be reviewed for changes no less than once a year.

BIA :

1) All IT facilities need to conduct a BIA for all systems.
2) BIAs are used to guide decisions on outage tolerance and how much to invest in reducing outage exposure.
3) Based on these decisions, each system is assigned a Recovery Time Objective (RTO) and a Recovery Point Objective (RPO).
4) BIAs should be reviewed for changes no less than once a year.

RTO :

1) RTOs are best indicated by a Business Impact Analysis.
2) A realistic RTO is one that is achievable within expenditure limits.
3) All systems should be assigned a RTO, even those with low criticality.

RPO :

1) The frequency of backup creation is guided by the RPO.
2) The procedure to stow backups offsite is guided by the RPO.
3) Backups should be stored offsite in a location which is secure
4) Suitable for the physical protection of the media and its contents.
5) Accessible by disaster recovery teams.
6) To improve the probability of a readable copy, keep at least two full backups in offsite storage, in addition to the full backup being taken and shipped to offsite storage.
7) To ensure data integrity, a media retention plan should be developed and formalized where tape media is tracked during its life cycle. Retention and re- use rates should be based on the media's reliability metrics including length of life and number of uses. The purpose of this plan is to insure that media is retired before data is lost.

Performance indicators :

In order to assess the progress and performance of the project, here are some performance indicators.

- Periodic reports from the planning group to senior management.
  Representation of the network design team on the disaster recovery planning team.
- Periodic tests to verify implementation of the disaster recovery plan and reports about gaps and risks.
- A review process that includes the deployment of new solutions.
- Analysis of the disaster recovery handling, effectiveness, and impact on the business (after a disaster occurs).

Sample DR Plan :

Given below is a sample DR Plan that can be adopted or taken as a guideline for doing a DR Project. This will help reduce the time and effort.

1. Perform a Risk Assessment (RA) to identify the risk exposures.

2. Use the results of the RA to determine and implement requisite protection and precaution measures.
3. Identify every application and the IT resources required to support it.
4. Perform a Business Impact Analysis (BIA) to determine the quantitative and qualitative cost per unit of time of application outage for all the applications.
5. Determine how much expenditure can be justified to mitigate the outage costs identified in the BIA.
6. Determine the Recovery Time Objective (RTO) for each application.
7. Determine the Recovery Point Objective (RPO) for each application.
8. Design or review a backup methodology for the application to ensure the RPO can be met. Storage vendors and storage services can present available options which include:
   a. Performing tape backups and transporting the tapes to an offsite vault.
   b. Managing your own offsite storage facility (vault) or contracting with a storage service provider.
   c. Performing backups directly to offsite tape.
   d. Using DASD mirrors to enable taking tape backups with no (or less) application downtime.
   e. Creating synchronous or asynchronous copies on offsite DASD.
9. Design a recovery strategy for the application to ensure the RTO can be met. Recovery site providers and recovery service providers can present available options which include:
   a. **Hot Site** - a fully serviced facility providing the necessary environment (A/C, power, water, cabling facilities, etc.) provisioned with all required hardware which is loaded, configured and ready to go.
   b. **Warm Site** - same as a hot site but the software (OS/applications, etc) will need to be loaded and configured.
   c. **Cold Site** - a fully serviced facility providing the necessary environment (A/C, power, water, cabling facilities, etc.) which needs to be provisioned with the required hardware.
   d. **Mobile Site** - an IT facility which is delivered to a pre-determined recovery site and may, or may not, house the required hardware upon delivery.
   e. **Hot Drop** or **Quick Ship** - an arrangement with a provider to deliver a hardware component within a pre-arranged time much shorter than normal; these arrangements provide for priority to be given to these orders upon short notice and typically contain provisions to shorten or circumvent delays associated with the usual procurement process.
10. Document the Disaster Recovery Plan ensuring that -(1) the plan will be accessible after a disaster, and (2) procedures are put in place to maintain the plan.

    Note: The plan will be more current and useable (and its maintenance easier and less frequent) if titles, positions or functions are used in the main body of the plan while citing specific names only in appendices and where the documentation is person-specific, such as contact lists.

    The plan documentation should include:
    a. Specific recovery procedures sufficiently detailed that they could be implemented by someone with the appropriate skill set but no knowledge of the agency or its functioning.
    b. An action plan detailing who is responsible for what and when, including the following :
       - who assesses the situation and what criteria are used
       - who declares disaster and the procedures involved
       - who builds the recovery environment and the procedures involved
       - who comprises the recovery teams and who are the alternates
       - who activates the recovery teams and the notification procedures
       - who manages funding and other procurement needs
       - who manages the recovery process, resolves problems and conflicts, and makes management decisions, and
       - what the reporting structure is, complete with contact numbers
    c. All support documentation including:
       - Contracts and other legal documents.
       - Graphical summaries (maps, charts, diagrams, etc.).
       - Technical references, guides, procedures and other documentation.
       - Reference information such as directories, inventories, indices, and other 'look-up' references.
       - Pre-printed forms or other process defining tools.
       - Contact information for
         i. recovery team members and recovery managers,
         ii. employees and their emergency contacts (next of kin),
         iii. normal providers, alternate providers, and providers of recovery services,
         iv. hardware servicing and software support,
         v. customers and users,
         vi. Country, state and local emergency services,
         vii. governing bodies, related agencies and other stake holders.
11. Design and implement procedures to test the plan and apply updates. It is desirable to have different people man the tests so that as many people as possible are familiar with the details of the plan and the recovery process; this improves the likelihood of having experience available for an actual recovery.
12. Design a method for detecting and applying changes to keep the plan current. This is critical to ensuring that the plan will be effective when it is needed; constant change is a business reality, for example, consider how frequently a business must update its telephone list.
13. The entire plan should be exercised no less than once a year; portions may be exercised independently more frequently, especially to verify modifications. This process checks for changes, verifies if expectations are still realistic, and provides the opportunity to train employees and reinforce plan knowledge.
14. Monitor business changes that could impact the plan. Organizational changes may impact departmental interfaces or affect the way logistical support is provided. A location on which the plan depends on may no longer provide the expected facility. Provider agreements may change procurement plans. It is important to remain mindful of the plan dependencies and watch for any changes affecting those dependencies which could adversely impact the plan.

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Calender of Activities during the Year 2005

Mark Your Diary	Prakalp	PMP CLUB PM FORUM	PMBOK / PMP Review Course	Chapter Committee Meeting
Jan.	-	2 ✓	-	23 ✓
Feb.	-	6 ✓	19,20,26,28 ✓	-
Mar.	-	6 ✓	-	20 ✓
April	15 ✓	3 ✓	9,10,16,17 ✓	-
May	-	8 ✓	21,22,28,29 ✓	15 ✓
June	-	5 ✓	-	- ✓
July	-	3 ✓	2,3,9,10 ✓	24 ✓
Aug.	-	7 ✓	6,7,13,14 ✓	- ✓
Sept.	-	4 ✓	-	11 ✓
Oct.	30 ✓	9 ✓	-	23 ✓
Nov.	-	13	-	-
Dec.	21	4	10,11,17,18	16

NOTE : AGM & Elections to the PMI MC Managing Committee to be held on date which will be notified in future.

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