Prakalp प्रकल्प

September, 2007
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Inside This Issue

"*Have You Renewed Your Membership?*"

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From the Editor's Quill

Dear PM Professionals,

The other day, I met one of our earlier Chapter Committee Members and we got talking about various activities covered by PMI Mumbai Chapter. The chat turned out to be very interesting! The ex-Committee Member was all in praise of the good work being carried out by the Mumbai Chapter and especially the progress made during the last couple of years! I thought it might be a good idea to share with you by quoting below some of the observations made by the ex-CM.

"At times we tend to look at ourselves at a point in time and feel that nothing much seems to be happening and that we are almost static! In such situation, we should look at the recent past or the last couple of years and see the way our activities have moved. In the recent past, some of the activities of PMIMC, such as those of PMP Club (Knowledge Sharing and Networking Forum) and PMP-CE Preparatory Courses, have so to say matured or fast approaching that stage! These activities have not only been well established by now, but also been widely accepted and liked by the stakeholders. Furthermore, there has been increasing demand for the same! We can clearly see some of the tangible results emanating from these activities; for example from the increasing 'number' of persons receiving and clearing PMPCE, and the increase in the number of PM professionals the PMP Club participants know today!"

"But, other than some visible tangible results, some other beneficial outcomes are still hidden and would start showing up in near future! It is like an iceberg! This is because as all of us know, investments take time to start delivering benefits! The striking of roots and continuing of the activities of PMI Mumbai Chapter over the period is a similar case. That is efforts and time contributed by hundreds of stakeholders for numerous activities conducted over the years, have been really the investments not for only strengthening of foundations and consolidating of the gains, but, also for sowing of seeds and meeting of PM needs all across various sectors!"

"The fruits of some of these investments have started surfacing! One particularly exciting incidence comes to mind is that of a chance meeting with a PM Professional from Social Sector! It has been very heartening to note that appreciation and understanding of the applicability and benefits of PM have been percolating, and have started reaching sectors, which appeared far away and almost out of reach a few years back! It is no more only EPC or IT; but others are also coming on board to resurrect and rejuvenate their activities and achieve their goals! "

" Bravo! Well-done PMI MC and all the participants! Keep up with your good work and march on! We should, once in a way, just glance back to know how far we have come, ascertain that we are really not static and then focus on the future targets! "

"Our future is in our hands! Let us get together, join in the efforts of PMI MC and make our lives more satisfying, fruitful and enjoyable! "

Sincerely,

Kummar Vaalsalam, PMP

Bharat Bhagat, PMP

Manoj Sabat, PMP

D. Y. Pathak MBA, PMP, CISA

Editorial Team, PMI Mumbai Chapter, PRAKALP.

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

From the President Desk

D. Y. Pathak, M.B.A., PMP, CISA
President@pmimumbaichapter.com

Dear members,

I have pleasure to inform you all that PMI has been accredited with ISO/IEC 17024 certification for its PMP program from ISO. The accreditation acts a qualifier for competence and capability in project management. Now, PMP will be recognized as an international standard for certifying bodies. PMI credentials are already globally recognized and there are more than 240,000 PMPs credential holders in over 160 countries. The accreditation further provides further validation of PMP status as a project management credential in the world.

One more good news!! PMI has launched Program Management Professional (PgMP) credentials and members can undertake the certification from 01-Oct-07. It took more than two years of hard work before launching the certification. PMI conducted a pilot for the certification and program managers from 16 countries participated in the pilot. For program mangers, PgMP certification will definitely be an opportunity to enrich their knowledge and earn global recognition. PMI-Mumbai Chapter looks forward to the chapter members to undertake the certification in as early as possible. For the details of the PgMP certification, please access www.pmi.org .

Mr. Gregory Balestrero, PMI CEO & Chairman and PMI Team visited Mumbai on 07-Sep-07 and an Industry Leaders Roundtable on Project Management was held. Senior leaders and representatives from India's PMI chapters participated in the roundtable. Specific project management issues in Indian circumstance were discussed. With globalization and consistent high GDP growth achieved by India, there is a lot of opportunity in the space of project management. With this initiative, the chapter expects a radical growth in the PMP certified project managers and professional execution of the project in Industry, Government, Community and Education,

It would be worthwhile to mention here that participation from the members is on the rise in last few months. We see the members coming forward to conduct PMP Club Sessions and PMPCE course. I am sure the trend will continue and the chapter will able to undertake new initiatives to benefit the project management community at large.

With regards

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PMI Mumbai Chapter Committee Members
Tesjus Sura (2nd From Left), Rakesh Gupta and Vivek Prakash (5th & 6th From Left)
with PMI CEO on his business visit to mumbai, along with other Indian Chapter representatives

39th PMP Club Meeting in progress

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

BATCH NO. 45 : OCT. 27, 28, NOV. 3, 4 • BATCH NO. 46 : DEC. 8, 9, 15, 16

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

HOSTEL FACILITIES AVAILABLE AT MODERATE RATES ON PRIOR REQUEST

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

Below : Scope Management
- Scope Planning
- Scope Definition
- Create WBS
- Scope Verification
- Scope Control

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

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

Question Answer Sessions in Examination Pattern on each Knowledge Area.

Case Study and Discussions.

Course would satisfy 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

Communications In Software Projects

Janardhan Kamath
PMI id:521361

This is regarding sharing of experience in Communications while implementing software projects.

I had opportunity as a Program Manager for dealing with more than 1 project in government sector. The Customer being a government sector had defined a committee for communication channel between the software implementation vendor and them. The customer had their own internal communication channel too.

The channel was a follows:

Vendor Customers Committee Customer Stakeholders.

The media of communications used were:

Vendors- emails to committee Internal Memo's to individual stakeholder.

Committee members interacting with six vendor's consultants.

The number of people involved in each communication were:

Vendor (6 persons) communicating with Committee (3 members) --- Internal Stakeholders- 8

The customer did not have expertise in their business processes so hired an external consultant for communicating with vendor. So the vendor had to plan sufficient lead time for getting an answer from committee as his point of contact was a external person who did not know the customers business processes.

The vendor also had its own communication hierarchy and numbers. The vendor had a functional type of organization for implementation of the software project.

The team of vendor consisted of the following:

Domain expertise consultants 6 of them but coming from 3 different Functional Domain competency.

Technical Consultants 20 of them coming from 4 different competencies. Distribution of the numbers within the competencies were: 4+4+4+8

The communication channels were setup with the vendor as per their Hierarchical structures. For e.g. Project leads, Associate consultant, Technical Leads, and Fresh Graduates.

The associate consultant and technical lead reporting to Project lead and fresh graduates reporting to Technical leads. The project lead reporting to Project Manager who inturn reports to regional head. The vendor's team were located at 4 different locations. Geographically at 2 different locations and physically at 4. Similarly the customer had 4 different locations within the same country where the stakeholders were being involved.

The advantages and difficulties encountered in such structures which I experienced as a project manager were as follows:

Advantages:

1) The vendor's channels were streamlined and administrative work reduced as it gets distributed across various levels.

2) The customer had a channel in place and provided a committee for decision making.

3) The leads reporting to project manager about key issues of the project and action plan. This reduced the communication channel between the Project manager and the team members though the size was too big.

4) The biggest enabler for quick communications were web based emails, Microsoft office communicator online and other administrative online softwares like resource requests approvals, funds approvals and disbursement mechanisms.

5) The vendor had everything on web based portals, fully automated within their organization which makes it possible to undertake any kind of projects across the globe.

Disadvantages:

1) The vendor's organization were functional type so the mix of people and conflicts amongst the groups

were maximum. Each group had its own performance indices.

2) The project Manager was also from a different competency and had his own Balance score card and performance criteria's.

3) For the competencies, the fresh candidates were supposed to be absorbed onsite with atleast 40% occupancy. In this bargain, the leads had a tough time to commit the schedules with commitments on skills availability.

4) Similarly the customer had a criteria to have all experienced personal onsite and no fresh graduates to learn the project. So selling the model to customer on a day to day basis was a tough job for the project manager as there was a conflict of interest of customer and back office.

5) The individual team members were reporting to project manager but manipulated their priorities set by their competencies. There was again a conflict of interest since the competencies agree with the individual personnel on certain conditions of tenure of work irrespective of the project needs.

6) The biggest disadvantage were that there were a particular skill resource required intermediately within each phase. For example a DBA, each time it was a new DBA allotted and there were no handovers from previous ones. This required lot of efforts of communicating amongst the competencies.

Some of the probable solutions that could have resolved the communication barriers:

1) Within functional competencies, the project manager needs to be involved for selection of people and skills.

2) The customer could have a single point of contact from vendor rather than having the 6 consultants directly interacting.

3) There was no Project Manager from customer side. This would have resolved more than 50% of the barriers arising. Since in this case it was a govt sector, the responsibility was not provided to a single person by the customer.

4) The individual Performance indices to be inline with the projects balance score card.

Since the team and number of communication channels were too many, there could be some more improvements possible in this project model. This is subject to the information of Scope, Schedule and cost agreed for implementation of the communication channels.

<p align="center">*****</p>

Chapter Committee Member details Year 2007

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Lessons of Project Management from Hanuman

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Abstract: Hanuman is the Monkey deity in Indian Epic Ramayana known for courage, power and faithful selfless service. This article has been written considering Hanuman as project manager and Ramayan as backdrop. Here, some actions of Hanuman are directly correlated with Project Management (PM) process activities as mentioned in Project Management Body of Knowledge (PMBOK), while some qualities of Hanuman are cited and presented separately as inspiring & worth to have PM qualities.

In today's scenario we have a Project Manager assigned to a project or if there is no dedicated Project Manager, there would be someone who would be doing the Project Management (PM) activities either in adhoc or in systematic way. There are indeed some cases, where a Project Manager is appointed somewhere in mid of the project, not just to manage the project but in fact rescue the project from failure. This article takes a reference of a similar project from the Hindu epic 'Ramyana' - 'Find Sitaji and bring Her back to Ayodhya'; And, portrays Hanuman as such a project manager, along with Ram as the project Sponsor.

As depicted in Tulsidasa's Ramayana and correlating the same with the five PM process Groups, it could be well inferred that Hanuman's contribution was on managing the Execution and Monitoring & Control process group. In this article we will mention the qualities of Hanuman in perspective of the Project Management processes. This document could be looked upon as a WWR learning document which presents a few qualities of Hanuman citing the incidences from Ramayana, in order to emulate and get inspired from. We have tried to cite the incidences in the same chronological order as they appear in Ramayan.

Some actions of Hanuman can be directly correlated with PM processes and hence can be presented in PM terminology as:-

1. Acquire Project Team As Hanuman, 'introduced Sugreev to Ram', and later in Lanka he 'identified a potential ally in Vibhishan', he gave a good example of his resourcefulness and a natural insight. The first action of Hanuman defined the battle and the second one decided its result.

2. Scope Control Though Hanuman knew and conveyed to Sitaji too that he can alone complete the project (kill Ravan and escort her to Ram) within no time, but he desisted to do that in order to maintain the glory and dignity of Ram (the project sponsor).

3. Communication Planning / Performance Reporting When he returned from Lanka fulfilling his mission, Hanuman didn't go straight to Ram and narrated the deed. Instead he went through appropriate channel   i.e first to Sugreev, Jambvant and then three of them together went to meet Ram.

4. Monitor & Control Project Work There were 4 fronts of war opened against Ravan. Hanuman was assigned to lead on one front which was most important. He not only held that front but also helped other front leaders as he kept in view other fronts also. This shows his efficacy and sound judgement, as he took the project as a whole.

There are some soft-skills which couldn't be a part of PMBOK, but could be an important asset to any Project Manager to lead the project to success. Some of these qualities which set Hanuman's character as exemplary are

1. Ability to self-evaluate correctly while taking up an assignment (and not just accepting challenges): He knew that he can fly 200 miles to and back from Lanka.

2. Getting across the hurdles by right use of wit and power: a) Hanuman over-witted the (God-sent) Sursa by intelligence b) Hanuman overcame the demoness Lankini by power

3. Communication: a) Professional (as Messenger): Precise, Strong communication of Ram's power and supremacy in Ravan's darbar. b) Humanly (as a Son): Managed

to remain unidentified by Ravan, while he was there threatening Sitaji. After Ravan's departure from AshokVatika, Hanuman sitting on the tree, began to narrate the whole story of friendship of Ram and Sugreev and the search mission. This inculcated confidence in Sitaji's heart, who faced Hanuman politely and trustfully.

4. Respect to power - Got himself tied up by ropes, as He pretended to be swooned when hit by 'Brahmastra' in order to respect 'Brahma's' power. This enabled him to present himself before in the court of Ravan. There he wittingly tried to persuade Ravan to return Sitaji respectfully to Ram, keeping his mission in view.

5. Focus towards achieving the Project Goal / Result Orientation: a) Hanuman went into deep sea (pataal) to bring Ram and Laxmana, killing the demon AhiRavan and even fighting with his own son Makaradhwaj b) Killed 'kaalnemi' who tried to mislead him when he went to bring Sanjeevani herb c) Brought the whole mountain including Sanjeevani, by which Laxman came back to senses and made Ram's whole camp jubiliant.

6. No boasting/proudness and being down-to-earth: While Hanuman went to Lanka and came back triumphantly after meeting with Sitaji and setting Lanka on fire and also when He returned with Sanjeevani herb

Hanuman didn't show any slightest sign of egoism. He always felt that he has been doing it for His master (the project sponsor). When Ram asked hanuman what he can do in return, Hanuman tops the Project Managers by saying that he is too pleased to work for Ram as a humble worker … expecting nothing in return of his chivalrous deed.

As every project has some WWW learning, so is from Hanuman's character: It is very important to know our powers and it is more important to use them responsibly. While Hanuman was a child, he was a miscreant and this resulted in a curse from one sage with which he forgot his powers. These powers were later reminded to him by Jambvant.
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Progress Chart for PMI Mumbai Chapter

Statistics through 31st July 2007
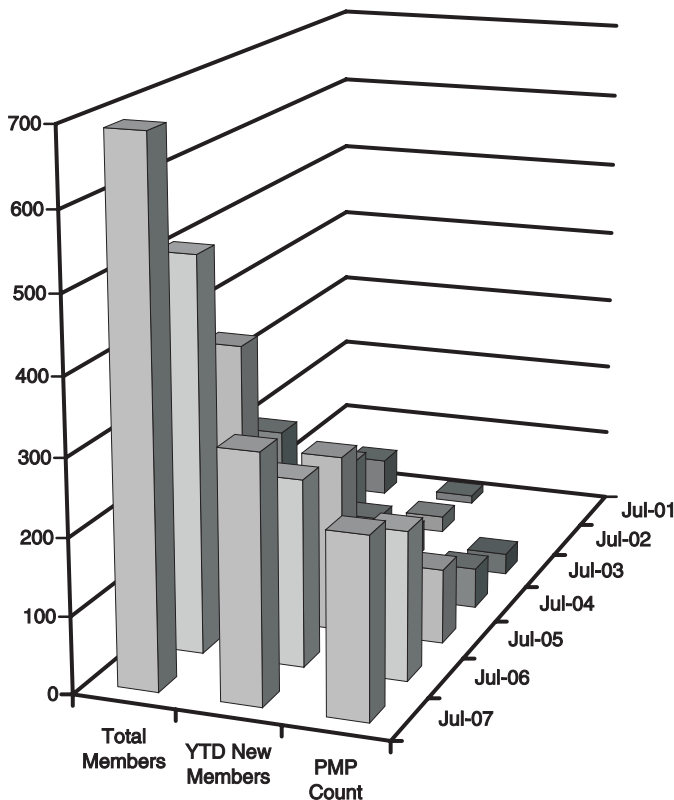
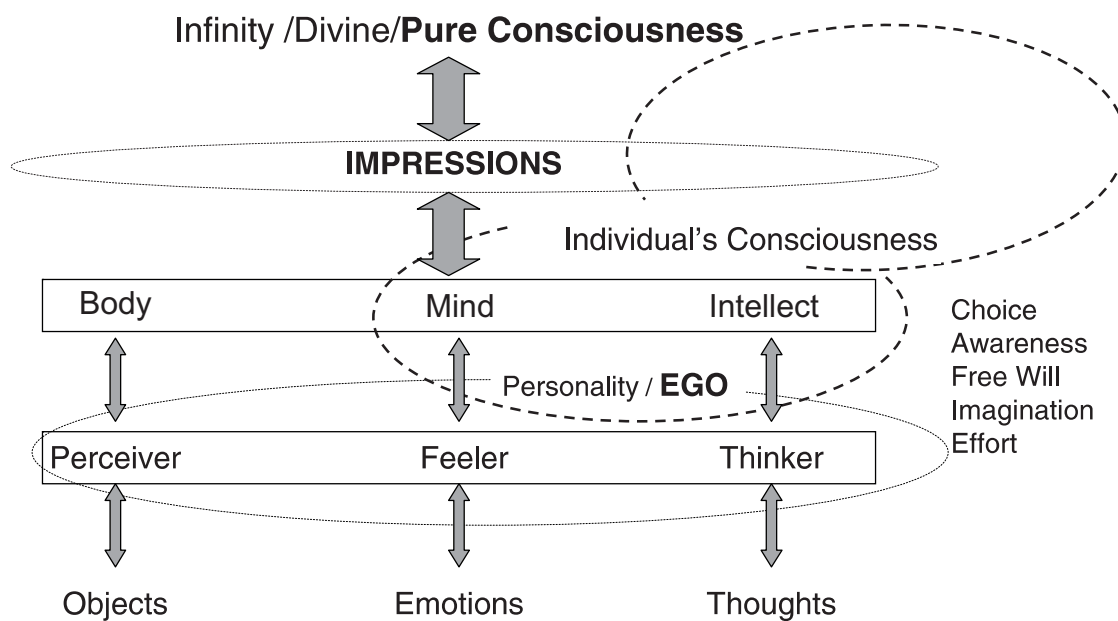| Total Members	691
% increase July 2007/2006	34.2%
New Members Jan to Jul 2007	320
Total PMPs	234
% increase July 2007/2006	20.6%

Current membership tally while going to print 664

Overcoming Barriers to Self Growth

Author : **Rakesh Gupta**, PMP.

MD, Fair Deal Software Consultants Pvt Ltd.

VP -Communications, PMI Mumbai Chapter

For effective execution of projects we learn to deal with different techniques related to human issues like

- Resolving conflict

- Handling cultural differences

- Maintaining professional responsibility

Infinity /Divine/**Pure Consciousness**

IMPRESSIONS

Individual's Consciousness

| Body | Mind | Intellect |

Choice
Awareness
Free Will
Imagination
Effort

Personality / **EGO**

| Perceiver | Feeler | Thinker |

Objects   Emotions   Thoughts

The core to all human issues is to understanding self. We will briefly examine the human being trying to un cork the unlimited self growth potential.

Human beings as we observe most people today experience the world as the world of objects, emotions and thoughts.

- The objects are perceived through the 5 senses.

- The emotions are felt by our mind.

- The different thoughts and feelings are recognized by our intellect.

Our experiences get registered as impressions in our human hard disk. The perceiver, feeler, thinker in the human being develops an image of self which we recognize as the personality of the person. In some situations we recognize it as the ego of the individual.

This ego also comes in way of our own self development as the image is created by self and thereby limits our growth. We have heard of the phrase that "your attitude determines your altitude". We also know that humility is desired attribute to vanity. If we try to value the difference and look for opportunities to synergize we will automatically be in a position to tackle conflicting situations. If we rely more on the perceiver feeler thinker in us, we will be more likely be a source of conflict.

Even in situations when we are alone, we can feel the different emotions and observe the wandering thoughts of our mind. If you have not observed the same, close your eyes, sit in silence and observe your thoughts for 10 minutes. This kind of wandering is

going on all the time which is another barrier to our growth. A wise man said that a "fast mind is a sick mind, slow mind is stable mind and a still mind is divine". Our own mind can thus be a barrier to our growth.

The power of discrimination that our intellect provides is often not used effectively thus leaving our actual goals unaccomplished. Intellect at times increases the noise of the mind instead of calming the mind thereby becoming a barrier to self growth.

In some situations when we do not get the answers from our intellect, we seek the answer for our heart or deep inside. This deep inside sense of right and wrong is always there with us which what we call as our self consciousness. Since most people have limited awareness, the self consciousness is

hardly used. Lack of use makes the self conscious rusty and limited by the impressions deposited over time.

We recognize the natural forces that govern everything that goes on in the universe without human interventions. This unlimited energy source that has been guiding mankind is called God, Infinity or the Pure Consciousness. Our impressions control us when our awareness is shackled thereby limiting the development of our consciousness or our true self.

To summarize the barriers that we have identified herein are:

1. Personality /Ego   Perceiver, Feeler and Thinker

2. Mind   Wandering Mind, Fast Mind, Sick Mind

3. Intellect   Increasing mental noise instead of calming the mind.

4. Individual Consciousness   Rusty and limited by past experiences.

Overcoming the Barriers to Self Growth:

CHOOSE to grow by

1. Recognize the limitation of the perceiver feeler thinker that we are. Allow the personality to evolve. Acknowledge and model self on positive attributes of fellow human beings. IMAGINE yourself with your new found personality.

2. Put EFFORT in renewing your intellect by reading and learning.

3. Be AWARE of the flow of thoughts in your mind.

4. Expand your vision so that the fruits of your actions are available to more and more human beings thereby expanding your SELF CONSCIOUSNESS.

5. Use of your FREE WILL to break away from past impressions and align with the universal PURE CONSCIOUSNESS.

6. Live a life of INTEGRITY of body (personality), Mind (mind and intellect) and Soul (Individual Consciousness) that is in line with the Pure Consciousness thereby transcending a life limited by past impressions.

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From Communication VP's Desk....

Rakesh Gupta PMP,
PMP Mumbai Chapter VP Communications
MD, Fairdeal SoftwareConsultants Pvt. Ltd.

We are glad that we have been able to revive Prakalp. I would like to bring to your attention a few things that were done for the first time by our chapter in the last 1 year.

• We did a two day conference called CQPM 2006 in Sep 2006. There were parallel tracks on day 2.

• We did a full day MSP workshop in December 2006. This was conducted by PMI Mumbai member who resides in New York.

• We have so far arranged 3 events with speakers from overseas PMI chapters. 2 speakers from Washington DC chapter spoke in our evening programs and one from Tokyo chapter was part of our PMP club meeting

• We did a full day event on Leadership with an expert speaker from UK in Feb 07.

• Our PMP preparatory course training has now become monthly session just like our PMP club meetings this year.

For an up to information on our events, please review our events calendar at

http://www.pmimumbaichapter.org/calendar.htm
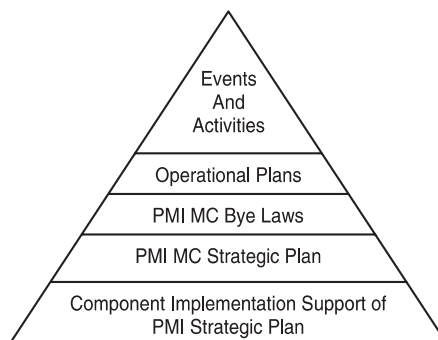
We have created a strategic plan for PMI MC in alignment with PMI, USA and also put in place an empowering

structure in place. We believe this will help us to scale up the activities of the chapter with active participation of more volunteers from our increasing membership base. This not only helps the chapter and community at large but also helps in development of leadership skills amongst our fraternity.

We plan to deliver Prakalp on a quarterly basis for now and may be on a monthly basis in the near future.

We also have put up photographs of many events on-line. May be you can try and spot yourself in one of these. You can also try our page on links from where you can easily connect to PDU and other useful links.

Looking forward to meeting you.

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PMP Club : A Vibrant Forum

R.C. Goyal,
VP PMP CLUB PMI Mumbai
Chapter,

In September, 2007, 42nd session of our PMP Club was held and the activity completed three and half years. It would not have been possible without the overwhelming support of project management community, that too on Sundays!! Thanks to all project management loving professionals who participated in the Club activities for knowledge sharing and enrichment.

The Club provides an excellent opportunity at no cost to participate in the PMP Club session as a member and to deliver a session in the project management space. Speakers from India and abroad have used this forum to share their knowledge and experience.

For online knowledge-sharing & discussions we have already launched yahoogroup 'pmpclub'. Around 250 members have registered for this event.

PMP Club Events Details : May-07 to Sep-07

Date	Subject	Speaker	Profession
6th May'07	Earned Schedule	Tejas Sura	Joint MD, Conart Engineers Ltd., Construction Company
3rd Jun,'07	Entrepreneurship	Preeti Sharma	Internationally recognized Woman entrepreneur
8th Jul,'07	Awareness & Self Realization	Dr. P R J Shah & Swami Devratna	Orthopedic Surgeon & Spiritual Mentor
5th Aug,'07	Entrepreneurship characteristics in the Project Manager function	Shashank Gadgil	Project Manager, Reliance IT Deptt
	Global Project Management with cross-cultural team members	Rajeev Supekar	Committee Member, PMI Tokyo Chapter
9th Sep,'07	Improving Human Resource Effectiveness on a Sustainable Basis	Rakesh Gupta	MD, Fair Deal Software Consultants Pvt. Ltd.
	Responsibility charting RACI approach towards Responsibility Assignment Matrix	Ajay Patil	DGM, Reliance IT Deptt

It is heartening to inform that sessions up to Dec '07 will be as follows:

1. On 7th Oct.07 'Basel -II concept & implementation' by Sriram

2. On 4th Nov.'07 "BCM and its relationship with project management" by Dhiraj Lal

3. On 2nd Dec.'07 'Critical Chain Project Management' by Sunder Raghavan

Solicit continued support from you all!!

CDPF - A Process based approach to the art of Customer Delight - Part II

(Continue from last Plakap July 2007)

Raj Shankar

I-Flex Consulting

Stage 4: CDP Authorization

Based on the estimation and the established framework, the project manager or senior management decides on how to handle the CDP. The decision could be either to reject the CDP as the cost outweighs the returns or could be a decision to incorporate the CDP and facilitate realization.

This stage will enable implementation of only those CDP whose estimation can be justified by the quantum of delight that would be delivered on implementation. For example if a CDP has been identified as an interim demonstration, and the CDP estimation indicates 2-3 weeks delay of project progress, the CDP could be rejected and alternatives if required can be identified. Alternatives identified would translate itself into an update to the CDP Planning entry against the CDP in the CDP-Matrix (CDPM)

The CDP decision at times could involve client communication and collaborative decision. This would often be true when the CDP is associated with the requirement or feature of the solution under consideration. More often the cost of incorporating such requirements can be considerable. However the benefits offered to the client could also be significant. In such cases, the decision would be to often put forth the CDP as a pro-active suggestion for inclusion in project scope.

In all these cases based on the decision taken, the process of scope change control would be used to ensure effective incorporation and realization of the CDP. The decision is recorded against the CDP in the CDP-Matrix

Stage 5: CDP Implementation

Once implementation of CDP is approved, the CDP plan as defined in the CDP planning stage (Stage 2 of CDPF) is put into action. The components of the CDP plan need to be incorporated as a part of the overall project plan. This is a very important process control point, as failure to incorporate CDP implementation within the overall project plan could lead to the failure in successful implementation of the CDP.

While CDP Matrix would still be used as a tool to track the progress of a CDP identified in Stage-1 of CDPF, the actual tracking itself needs to be integrated within the project execution and control phase of the project. The CDP Matrix at this point of time would serve as a comprehensive inventory list of CDP and its status

The CDP implementation would be the responsibility of the project manager just the way all other deliverables of the project are.

Stage 6: CDP Implementation Evaluation

As with any process framework, it is important to have a method to evaluate the implementation effectiveness and take relevant corrective action. The CDP evaluation stage provides a method to identify and gauge the effectiveness of the CDP implementation.

The effectiveness in most cases can be quantified by the response from the customer which could be through formal communication (written/oral), repeat orders or recommendation to referrals. For projects with long drawn schedules, Customer Delight Evaluation itself could be an identified CDP. This could be executed during

identified stages in the project life-cycle.

The pulse of the customer can also be gauged through various project level meetings that get conducted during the course of the project. Conscious efforts should be made by both the Client Relationship Manager and the Project Manager to be aware of latest CDP that has been implemented prior to such interactions with the client. This would enable them to look for a response during the interaction on the effectiveness of the implemented CDP. The evaluation however may only be in a subjective manner.

Evaluation of CDP implementation should also be analyzed with respect to the project team. It is important to analyze the reaction of the performing team to the realization of CDP. While it is true that 'Work Well Done is its own reward' Customer Delight in an unplanned environment often impacts the project team negatively, due to pressure of delivering solutions within unrealistic parameters.

The results of the CDP evaluation from the client and the project team perspective should then be collectively analyzed and the reading be fed back into the CDPF process. This could result in updates to CDP planning, decision related to CDP or identification of new CDPs at the project level. This continuous evaluation and its incorporation into the CDP lifecycle is key to a self sustaining and mature process of achieving customer delight

CDP Matrix The Tool

The CDPF success is defined by the usage of the process tool the CDP Matrix (CDPM). Resembling the process framework in its simplicity the CDP Matrix provides an easy way to record the progress of any CDP during the phase of the project.

The CDP Matrix also serves as an inventory of all identified opportunities and the organization's approach in deriving the intended benefit. The CDP Matrix is created within the process framework of CDPF. However the maintenance of the CDP Matrix is done as a part of project management process where it is constantly referred and continuously updated.

The integration of the CDP Matrix as a tool to be used by the project manager as a part of overall delivery of the project is a critical success factor to CDPF implementation. A sample CDP Matrix is provided below.

The data provides for examples of various types of CDP that can be identified.

CDP Matrix For: XXXX

CDP Reference Number/ Identified By / Date	Details (expected CD factor)	CDP Implementation Plan	CDP Estimation	Decision	Status
CDP-1 / CRM / 20th May 2006	On the third week of august '06 the client is facing an ISO audit. So if an internal audit for the project is pro-actively scheduled and issues addressed, it would help the client in the audit	To incorporate this as a proactive checkpoint in the project plan and inform the client in the first meeting the reason for having scheduled the audit. Project Manager to indicate the potential audit at client so that the audit team can plan for thorough internal audit CRM to ensure that client is made aware of the thought process	3 days of effort by the internal audit team 1 day for issue closures by the project team	Approved	Scheduled in the project plan.
CDP-2 / PM / 15th Jun 2006	During the requirement analysis, it has come up that facility to provide summary report for all reports generated in the financial module could help the client. However this is not stated as a current requirement	Project Manager, to provide a paper based layout of some key reports to highlight the advantage of the summary section. However the client has to be communicated that this would be a change in the requirements that would impact both costing and schedule. On approval it should be tracked as per the scope management plan	The summary information would require 2 additional days for every report. Total number of reports in the module in 12.	Conditional Approval should be scoped as an explicit requirement	Summary to be incorporated only on 2 key reports. The change to be tracked as per scope management plan

CDP Reference Number/ Identified By / Date	Details (expected CD factor)	CDP Implementation Plan	CDP Estimation	Decision	Status
CDP-2 / CRM / 31st Jul 2006	Proposed to provide a curtain raiser presentation to the cross section of the client including sponsors and end-users on the solution. This could help in creation of easier acceptance during roll-out	CRM to formally update the client on this initiative. The PM and CRM to work in identification of the audience from client side and informing them. PM to ensure the infrastructure for the presentation is available. Admin-in charge to coordinate venue and other arrangements	Administrative cost (50,000 INR) + 3 day effort by 2 members of the project team	Approved	WIP

TABLE 1.1: CDP MATRIX

Implementation Methodology for CDPF

The Customer Delight Point Framework does have to its credit all aspects of a stand alone process framework. However just like any other process in project management, like risk management process framework or Scope Management Process framework, it cannot achieve its intended effect if it fails to integrate with the execution of the project

The Customer Delight Point Framework cannot be independent of the project methodology practiced by the performing organization. The CDPF cannot have its own agenda and follow its own course. If allowed to run as a parallel framework CDPF would only be another fanciful venture that gets imposed on an already overworked project team.

.To effectively realize the benefits of CDPF, it would have to be integrated with the available project management methodology adopted by the performing organization. Incorporation of CDPF as activities that are to be performed within the course of project ensures Customer Delight realization a continuous experience.

Project Integration Management should consider the incorporation of CDPF as one of key process elements for integration. The preferred and the only method of implementation of CDPF is when the six stages of CDPF are performed as a part of the project lifecycle through the initiation to the close-out phase.

The advantage in the way CDPF has been conceptualized allows integration within the established project management framework without any extra effort or implementation dimension. The phases and the activities that are to be performed in CDPF, integrates even in its native state with various project management processes by either providing or deriving inputs.

The ease with which the component of CDPF integrates with the overall project management process area can be well understood if we map the interaction between CDPF with the established Project Management Process Groups and processes, as embodied in PMBOK.

The table below illustrates the interaction between the Project Management framework and the CDPF Framework. It also details the nature of interaction by indicating through arrows the handshake in terms of process data that is provided or utilized by the two process framework

Project Management Phase (PMBOK,2004)	Process Area as prescribed by PMBOK	Direction of Interaction	Details of interaction with the CDPF stage or related activities
Initiation Process Group	Develop Project Charter	→	The project charter will establish the CDP decision framework by setting limits on permissible efforts for a CDP.
Planning Process Group	Scope Definition	→ ←	Identification of CDP (Stage1-CDPF) would be done as a part of scope elucidation. The interaction would be bi-directional as scope definition would provide for identification of new CDP and CDP identification could alternatively impact the scope of the project.
	Create WBS	←	The CDP matrix will serve as a key input in progressive elaboration of WBS. Implementation of an approved CDP should be reflected in the WBS if the implementation involves a task to be performed.
	Communication Planning	→ ←	Communication Events at times could be an identified CDP which would then need to be recorded and tracked through the CDP-Matrix. Depending on the CDP implementation the communication plan must be enhanced to include communication of CDP implementation. The information for the same is derived from the CDP-Matrix
	Develop Project Management Plan	←	The CDP implementation Plan (Stage2-CDPF) as recorded against every approved CDP needs to be incorporated into the overall project plan to ensure successful and effective implementation.
Executing Process Group	Direct and Manage Project Execution	←	CDP Implementation (Stage 5-CDPF), is achieved by execution of the planned activities as a part of overall project plan execution.
Monitoring and Controlling Process Group	Performance Reporting	→ ←	Performance reporting would include evaluation of CDP implementation effectiveness. The reporting needs to be designed for both internal and external communication of CDP implementation. The evaluation result would then be used by the CDPF process (stage6-CDP implementation evaluation) to continuously improve CDPF strategy
	Manage Stake Holder	→ ←	The process area of managing stake holder could give rise to identification of new CDPs to be realized. Alternatively, the stakeholder interaction itself could be based on identified CDP as detailed in the CDP-Matrix

TABLE 1.2: Project Management Process Interaction with CDPF

As evidenced from the table, the conceptualization of CDPF itself provides for seamless integration with best practices in project management. CDPF implementation for organization having an already established project framework should be just a matter of choice.

The preferred method of implementation of CDPF in any organization would be to consider this as an addition process within the bigger framework of existing project management practices. In organizations where project management practices are not established, CDPF can still be implemented on a stand alone basis. But the benefits would be limited and often overlooked due to problems that the organization would face due to lack of project management framework.

Road Blocks in Implementation

Since the solution is based on a contrarian approach to existing strategies, it is bound to have number of implementation issues / hurdles / obstacles to overcome and be successful. Some of the major implementation road blocks are listed below:

• Change in Mind-set / Approach

Customer Delight has always been perceived as a soft skill based problem and hence it has almost been accepted by the industry that person dependency is inevitable. The implementation of this process framework leads to a 180 degree change in thinking from the current ad hoc perspective to a more rigid process based approach. Personnel especially those who are client-facing should confine themselves within the framework and refrain from taking ad-hoc judgmental decisions. At the outset this could look restrictive and time-consuming, but with senior management commitment, the long term benefits of this change can be communicated, ensured and reaped.

• Lack of Project Management Framework

In absence of a Project Management Framework in the performing organization, implementation of CDPF may not yield results that are in lines with its potential. This is because CDPF relies on various project management processes for providing inputs for its activities or to use the output of its activity, to achieve the desired CD results. The low CD yields in such conditions are then likely to be attributed as failure of the CDPF itself. It should be understood that for organizations to leverage the complete benefit offered by CDPF, an existence of project management framework and integration of the CDPF as a part of the project management methodology is essential. A comprehensive project management framework in lines with what is suggested in PMBOK would provide for an ideal operating environment for CDPF implementation.

• Increased Coordination between Diverse Groups

The CDPF implementation is not restricted to a select few in the project team. It embraces all personnel, interactions and events that include the customer. Hence CDPF implementation would cover various groups within the performing organization both within and outside the project team. This calls for coordination and oversight effort during implementation that could well go beyond the purview of the project manager. If this dimension of implementation is not considered, we could have a CDPF implementation residing only on the shoulders of project manager which could lead to its failure. Dedicated senior management involvement in ensuring adequacy of the support structure to be provided for implementation of CDPF in project is a necessity during the initial stages of organizational level roll-out.

As with any process implementation, it is senior management commitment and empowering of the project managers that would ensure successful implementation of CDPF. Communication, training and transparency in both implementation and results derived could go a long way in paving the way for smoother and effective CDPF implementation

Conclusion

This paper is a first step at converting the ad hoc, person dependent art of Customer Delight into a disciplined, process-based science. The CDPF, tools (CDP-Matrix) and methodology (Six-Stage approach) provide any organization the opportunity to move to a more sustainable model of achieving Customer Delight.

Customer Delight in a project environment is a demanding task due to the long gestation period for realizing tangible benefits. CDPF becomes more meaningful for such performing organization as it provides a method of achieving Customer Delight as an experience throughout the Project Life Cycle. The ease with which CDPF integrates with Project Management Process adds credence to this statement.

Are we at cross-roads to acknowledge and accept Customer Delight as an important goal to be achieved through project execution? Is it time for the project management methodology to then take cognizance of Customer Delight as a required knowledge area and build systematically, methods by which it can be integrated formally as a separate discipline? These are questions that are to be answered if CDPF needs to be taken to its next level of maturity.

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Calender of Activities during the Year 2007

Mark Your Diary	Prakalp	PMP CLUB PM FORUM		PMBOK / PMP Review Course		Chapter Committee Meeting	
Jan.	-	-		-		-	
Feb.	-	-		17,18,24,25	✓	37	✓
Mar.	-	11	✓	24,25,31,1	✓	38	✓
April	-	8	✓	14,15,21,22	✓	39	✓
May	-	6	✓	12,13,19,20	✓	40	✓
June	✓	3	✓	9,10,16,17	✓	41	✓
July	-	1	✓	14,15,21,22	✓	42	✓
Aug.	-	5	✓	11,12,18,19	✓	43	✓
Sept.	✓	9	✓	22,23,29,30	✓	44	✓
Oct.	-	6		27,28		45	
Nov.	-	4		3,4		-	
Dec.	31	2		8,9,15,16		46	

NOTE : AGM & Elections to the PMI MC Managing Committee to be held on Friday, December 21st, 2007 evening

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