



PMI Lahore Chapter Newsletter

*Director: Masood Said, PMP
masood.said@pmlhr.org.pk*

*Chief Editor: Samnan Ali
coo@pmlhr.org.pk*

*Editor: Farooq Afzal
coordinator@pmlhr.org.pk*

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President's Message

PMI Lahore Chapter is part of Region 11 which includes chapters in Pakistan, India, Sri Lanka and Bangladesh. Ramam Atmakuri, the mentor for region 11, organized the first Chapter President's meeting for Region 11 in Sri Lanka. Hugo Wisidagama, President of PMI Sri Lanka chapter arranged the 2 day event at a beautiful beach resort near Nagambo.

The event offered a great opportunity for the regional chapter Presidents to exchange ideas on successful ideas and initiatives. The focus was on finding ways to increase member's participation, professional development and awareness for project management. I had a chance to share Lahore's experience in holding the National Project Management Conference and the effect that the event had on our membership engagement and growth.



On the last day of the conference we had a chance to hold a meeting of the three PMI Chapters in Pakistan to explore ways in which we can harmonize our efforts for promoting PMI and Project Management in Pakistan. We decided to explore prospects to enter into reciprocal agreements with leading professional organizations to offer member level access to chapter activities in all three chapters. We also decided to continue coordination of efforts on future events like the National Project Management Conference.



The ideas from the conference were discussed in the chapter monthly board meeting and the board decided on launching a number of new initiatives in 2011 for increasing Project Management awareness. This will include Project Management awards at leading universities for best performance in a Project Management program/subject, enhancing coordination of joint efforts with Karachi/Islamabad Chapters, and developing a program for bringing Project Management training at the school level.

The enhanced activities of the chapter offer new volunteer opportunities to members. I will request interested members to get in touch with the chapter coordinator (coordinator@pmi.org.pk) to register their interests for the above mentioned opportunities.

**Best Regards,
Khalid Ahmad Khan
president@pmilhr.org.pk**

The Value of Holding Multiple Project Management Credentials

By

Gareth Byatt, Gary Hamilton, and Jeff Hodgkinson

Whether you are a current practitioner in program or project management or you are considering a career in this profession, you may have thought about the value of obtaining one or more project management credentials.

If you are already certified and/or have one or more credentials, you may be contemplating 'broadening your armory' by seeking additional credentials or certificates in program or project management. For many reasons, the three of us are believers in holding credentials. To prove our point, a quick review of our bios at the end of this article shows that we all have several program and project management credentials. So what is the benefit of obtaining one or multiple credentials? Is there a typical value against the investment in time and money?

As we discuss the value of program/project management credentials, we will approach it from the point of view of varying levels of one's career. Let us first consider the viewpoint of a recent college graduate in our profession. A recent four-year college graduate will have invested significantly in real money and time to obtain their degree. During the course of their undergraduate education, they have likely had some exposure to a real-life project. Nowadays, even elementary school students sometimes work on research, business, IT or other types of real-life projects as assignments, either individually or as a group. The majority of today's employers will typically look for evidence of project work and the ability to successfully work on projects. Yet, how many recent college graduates also seek out entry level credentials in project management, such as CAPM, IPMA Level D, PRINCE2 Foundations or Projects+ as part of their education? When compared to the average cost of a typical four-year undergraduate education in any country, one or more of these 'entry level' project management credentials can be obtained for a relatively small additional amount. In the current job markets worldwide, competition for good jobs is fierce, especially amongst those entering the market for the first time. Having an entry level Project Management credential not only shows initiative, it may also allow new graduates to differentiate themselves, especially within professions in which project work entails a significant percentage of the role.

Let's now approach the question from the prospective of the young professional who has been employed for three to eight years, and may be growing into (if not already in) a mid-level position. Over the course of their professional career to date, they have probably worked on one or several projects, perhaps having led a project for their employer. How does the young professional know what expectations exist of them, either as a project contributor or as a project lead? Organizational assets to guide people exist in most companies, but, assuming they are present, they can only serve the professional to a degree. Gaining experience is an important ingredient of managing projects, and blending experience with professional study/skills development can help move them forward. By seeking higher level credentials, the

young professional is demonstrating a keenness to learn standard practices in project management.

Lastly, let's consider the mid to senior level project professional that has been in their career for more than eight years. You may be asking yourself, "If I have eight or more years of experience within an industry and already hold a project management degree and/or credential from a chosen organization, what, if any, benefits exist if I expand my credentials? Surely, for me, it's experience that counts." To answer this question, you must first consider your own long-term career ambitions and your work situation. Will your employer be conducting business with organizations that ascribe to a project management methodology different than their own? What if you suddenly find yourself out of a job? The "preferred" project management credential will vary from employer to employer, the industry, and, in many cases, the geographic region in which you work. The senior practitioner of project management can potentially stand out by having multiple credentials from various certifying organizations. And also, remember that these credentials offer some good fundamentals in the basics and advanced techniques of our profession. Whether you choose to actively use them in your work is a separate topic.

For the experienced professional, holding credentials also demonstrates to peers with whom you may want to create a network that you are serious about your profession. This can "open doors" to expand your professional network and to learn from each other.

No one has a crystal ball that will predict what the job market in your geographic region will be like in 6 months or 6 years. However, if project management is the career in which you plan to remain throughout your working years, holding more than one credential may allow you increased mobility and security, and mitigate risks found in unforeseen situations such as changing jobs. Given that the majority of employers offer professional development as part of employment, the question becomes, "Why not add multiple credentials to your professional toolkit?" Through our interactions with many program and project managers, we can state that having multiple credentials can only benefit your career, in some way, shape or form. Regardless of your current stage of career development, seeking new training and knowledge for personal growth is always looked upon favorably by employers.

In conclusion, whether you believe their value to be intrinsic or monetary, having at least one program / project management credential/certification can be beneficial, regardless of your current career level. There is a saying, "What is great today is the norm for tomorrow ...". There are numerous globally recognized PM and PM-related credentials and certifications available today. Given the increasingly competitive job market and the growing recognition of project management as a profession, we think that this trend will continue.

New Chapter Members!

At your earliest opportunity, please extend a warm welcome to the following new members of the PMI Lahore Chapter.

Sr.	Id	Name	Organization	Join Date
1	735471	Mr. Saeed Iqbal	FedEx Express	01-May-2011
2	1018032	Mr. Syed Imran Waheed, pmp	National Engineering Services Pakistan	20-May-2011
3	1078004	Mr. Muhammad Rizwan Saeed		28-May-2011
4	1103745	Mr. Iftikhar Ahmed	Jahangir Siddiqui Investments Limited	16-May-2011
5	1294381	Mr. Asim Dildar Awan, P.E.	Ericsson Pakistan (Pvt) Limited	03-May-2011
6	1347444	Mr. Uzair Maqsood Ahmed, PMP	Wataniya Telecom	26-May-2011
7	1440610	Mr. Kamran Shahzad	Adamsoft International	15-May-2011
8	1463341	Mr. Shahid Naeem	The Corporation of The City of Burlingto	13-May-2011
9	1658939	Mr. Usman Ibrahim	Saudi Binladin Group	22-May-2011
10	1811760	Mr. Syed Shahzad Hussain	Techliance Pvt Ltd	31-May-2011
11	1826190	Mr. Ozair Ali Khan, Sr.	Motorola	03-May-2011
12	1932651	Mr. Taimoor Shah, PMP	Lifelong USA	02-May-2011
13	2016053	Mr. Tahir Abbas	IYA & Co. Chartered Accountants	30-May-2011
14	2100059	Mr. Muhammad Asif Bashir	CMPak Limited (ZONG)	30-May-2011
15	2030512	Mr. M. Zaheer ud Din Babar, P.E.	Presson Descon International (Pvt) Ltd.	25-May-2011
16	2035793	Mr. Imran Nawaz	Strategic System International	20-May-2011
17	2067683	Mr. Sohaib Ahmed	Mobilink , PMCL	18-May-2011
18	2072709	Mr. Muhammad Farooq Ashraf		04-May-2011
19	2075718	Mr. Syed Naseem Hassan Shah	BIS Consultants	03-May-2011
20	2078216	Mr. Rana Qasim Javaid	Motorola	02-May-2011
21	2078793	Mr. Ahmad Ali Farooq	Nokia Siemens Networks	03-May-2011
22	2083189	Mr. Raheel Abbas	Mobilink	15-May-2011
23	2084923	Mr. Ali Turab Rizvi	Cando Technologies	10-May-2011
24	2086643	Mr. Muhammad Irfan, P.E.		12-May-2011
25	2086675	Dr. Muhammad Suhail Qureshi	Siemens Pakistan Engineering Company	12-May-2011
26	2088439	Mr. umer shoaib butt	Mobilink	15-May-2011
27	2088465	Mr. Sheraz Arshad	Mobilink	15-May-2011
28	2089327	Mr. Rana Imran Javed, P.Eng.	Huawei Technologies Pakistan (Pvt) Ltd.	17-May-2011
29	2094454	Mr. Ahmad Imran Arshad	Ebttikar Technology Company Ltd.	28-May-2011
30	2094775	Mr. Farooq Ahmad	Presson Descon International (Pvt) Ltd.	24-May-2011
31	2097087	Mr. Mazhar Iqbal	Government of Pakistan	26-May-2011
32	1811760	Mr. Syed Shahzad Hussain	Techliance Pvt Ltd	31-May-2011
33	2097697	Mr. Muhammad Umer Arshad	Descon Engineering Qatar L.L.C	31-May-2011
34	2100810	Mr. Aitzaz UI Hassan Shah	Presson Descon International	31-May-2011

New PMPs

Congratulations to following individuals in Lahore Chapter who recently achieved their PMP Certification



Sr.	PMI ID	Name	Organization	PMP Date
1	1907168	Mr. Jawad Zafar, PMP	NADRA	04-May-2011
2	1776668	Mr. Khurram Shahzad M. PMP	Descon Engineering Limited	07-May-2011
3	1767868	Ms. Ambreen Zaman, PMP	Pakistan Railways	09-May-2011
4	2031791	Mr. Khurram Ali, PMP	Motorola Southern Africa	10-May-2011
5	1428120	Mr. Syed Jaffer Ali Shah, PMP	Ericsson AB	14-May-2011
6	1932651	Mr. Taimoor Shah, PMP	Lifelong USA	16-May-2011
7	1913463	Mr. Asad Iftikhar, PMP	Western Union Financial Services	16-May-2011
8	1620828	Mr. Nadeem Aslam, PMP	Seha Abu Dhabi Health Services	16-May-2011
9	1918230	Mr. Kamran Elahi, PMP	Presson Descon International	23-May-2011
10	1870947	Mr. Faysal Ahmed Ghauri, PMP	Barclays Bank PLC, Pakistan	26-May-2011
11	1613078	Mr. Muhammad Yaseen, PMP	SKB Engineering & Construction	31-May-2011

Pakistan National conference covered in Asia Pacific E-Link May 2011

PMI National Project Management Conference—Pakistan

PMI has been active in Pakistan for almost 10 years with three chapters in Lahore, Islamabad and Karachi and it was decided to hold a National Project Management Conference on an annual basis. The lead in this was taken by the Lahore, Pakistan Chapter, which organised the first conference on 9–10 April in Lahore, Pakistan's cultural capital.

The theme for the conference was “Making Project Management Work for Pakistan”. This reflects the growing awareness of the project management profession in the country and the increasing interest from government and corporate sectors to use it effectively.

The conference featured an opening panel session with six eminent speakers, followed by eight lecture sessions spread over two days.

PMI President and CEO Mark A. Langley sent a message of support expressing confidence that the conference would help in making project management work for Pakistan a reality.



The opening panel of speakers at the conference

In the opening session, speakers presented an overview of project challenges and professional development in Pakistan, the importance of increasing awareness in social sectors, perceptions in the telecom sector, developing leadership, impact of emotional intelligence (EQ) on projects and the role of the conference in promoting project management.

A case study of using project management to launch a new university was also presented by Dr. Ali Sajid during the seminar sessions.

The organising team of the conference was led by PMI Lahore, Pakistan Chapter President, Khalid Ahmad Khan, and Head of the Conference Committee, Masood Said. They were supported by a team that included board members, volunteers and chapter officers, Samnan Ali, and Farooq Afzal. Support from the region came from Region 11 Mentor, Ramam Atmakuri, Reseena Abdullah and SoHyun Kang, Chapter Administrators from PMI Asia Pacific Service Centre. The conference was also supported by sponsors that included Expert Systems, Imperial Soft, SAP and Coca Cola.

Encouraged by the positive turnout, it was decided during a joint board meeting of the Lahore, Pakistan Chapter and Islamabad, Pakistan Chapter that they will continue to hold a PMI National Project Management Conference and decided to organise the next conference in April 2012.

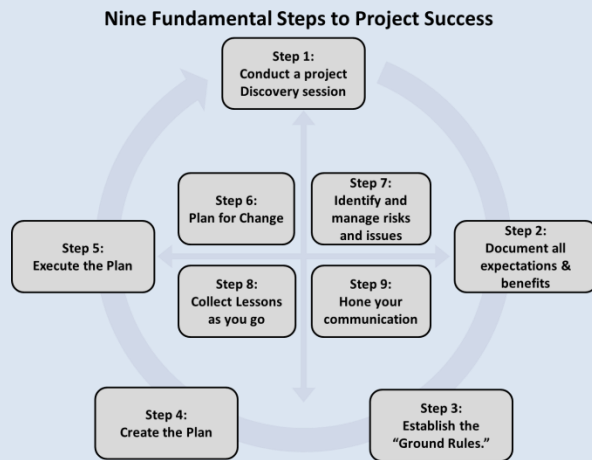
Positive feedback from the participants noted their appreciation of the quality of the presentations and they have already indicated their intentions to attend the conference next year.

The collaboration of the three chapters in Pakistan to hold this national conference has paved the way for future partnerships to promote the project management profession in Pakistan.

Click [here](#) to view the conference proceedings.

Nine Fundamental Steps to Project Success

By: Gareth Byatt, Gary Hamilton and Jeff Hodgkinson



If you are an experienced project practitioner you may be asked at some point, "What are the key things that a Project Manager should do in order to be successful?" There is no one-line, simple answer to this question. Success depends on many factors, including the organization for which you work, the power granted or bestowed on the project manager, the responsibilities they are given on their project, and other influencing criteria. Having said that, we have found over the years that there do exist certain factors which, when done well, usually influence success. Let us elaborate.

First, we must establish your expectations as the reader. The nine steps we put forth in this article are not a "Holy Grail" for successfully managing a project. They represent actions which, if undertaken with purpose and meaning, can help set your project on the path to success,

and keep it on that path. Think of the nine steps in this manner: if you are planning a road trip by car, there will be many steps to your plan (many of which you will do automatically); check that your vehicle is in good working order, ensure you have a map of the route, be certain that you have fuel, and so on. Some steps in this plan are more critical than others. This is the same principle we are applying to these "success factors" for project management. The nine steps are not in a sequence; whilst Step 1 will be undertaken before the others, the others may be undertaken in a different order.

Step 1: Conduct a project "Discovery session." Before a project formally exists, the idea for it will be discussed, reviewed and debated by people who have an idea to create something. The extent of these discussions will depend on the nature of the idea and the group promoting it. It may be as simple as one stakeholder generating the idea and that idea quickly becoming a project, or it may involve formal planning, with a Business Case, Estimates and detailed Benefits Management calculations using Return on Investment (RoI) or other factors being presented to a governing body for approval. Regardless of the breadth of processes to which the project is subjected at its inception, there are two critical aspects: (1) the realization of at least one person's expectations and (2) the knowledge that the project needs appropriate estimates (indicative or detailed), together with assumptions made that will affect its outcome and perceived success. Will you be on board at this time as a PM? Maybe not. Whenever you are brought on board, one of the first things we believe to be important is to ensure that all these "Discovery" project artifacts and outcomes (however they are termed in your organization) are collected, documented, and accounted for within the deliverables of your project.

At the same time, make sure that you take the time to review the lessons from previous projects (both your own, and those of others). Once the lessons learned have been captured, apply those relevant to your project.

Step 2: Document all stakeholder expectations and benefits for the project. Not all stakeholders will be "for" the project; some will be against it. The way in which you collect and share everyone's expectations will depend on the size of your project and your organization's processes. In a previous article, we discussed Project Success Plans, which can be a way to capture all stakeholder needs and to define the meaning of success for everyone. Small projects may collect the expectations through personal interviews or by email. Larger projects, with stakeholders potentially numbering in the thousands, may employ sampling strategies and extensive consultation. Once collected, you may group the expectations and begin to find both complimentary and competing expectations.

It is vital to articulate an understanding of the core benefits of the projects implementation, and to ensure that it is threaded into the set-up and guiding principles of the project.

Understanding stakeholder expectations and key benefits will influence how the project will proceed, and will provide input into the Communication Plan. Having well-documented expectations and clearly defined benefits will pay dividends when project success metrics are being created and when key decisions must be made. At planned points in the project, expectations and benefits should be revalidated with the stakeholders, for example, at 25% completion, or at a planned project governance review. The revalidation is particularly important for projects of long duration and/or high complexity. Also, if key stakeholders change during the project, ensure that you check their

expectations. The new stakeholder will have “inherited” the project, and may have different expectations than those of their predecessor.

Step 3: Establish the “Ground Rules.” How will your project be managed? How and where will status reports and project artifacts be stored, and what will they look like? What is the team’s appetite for risk? How often will you meet as a project team? Have you worked together before? These are just some of the questions to which your Ground Rules will provide answers. A Project Success Plan meeting (as discussed in a previous article) can help you to achieve this. The Ground Rules should document the governance and routines for the project as well as expectations for the project team. Once established, the Ground Rules and all key project components should be covered in a formal initiation meeting to certify that everyone is on the “same page.”

Step 4: Create the Project Plan. The “Plan,” in this sense, refers to the Project Management Plan (PMP), and subsidiary Plans, such as those for resources, risk management, communications, etc.. Involve your project team in accountability for the work in the creation of the PMP and subsidiary plans to ensure Owners of specific key activities are assigned and understood. It goes without saying that detailed work is required for estimates, budgets, schedules, quality and so forth.

Step 5: Execute the Project Plan. Once the plan is created and a baseline agreed upon, execute the plan. If the project has approved changes, these should have been integrated into a revision of the plan (and, if necessary, a new baseline created) after approval. During the execution, measuring and controlling against the plan should be taking place. One would not drive the vehicle (in our earlier scenario) without checking fuel and other gauges and our progress along the route as we drive to our destination. The same analogy applies for your project.

Step 6: Work the Plan, but Plan for Change. Every project creates something unique. A Project Manager should expect changes, and should plan for change. Change can be healthy; it does not have to be negative. Look carefully at any changes requested to assess their fit with the project’s objectives and the anticipated benefits. Embrace change requests as long as they are shown to add value, and track them against the agreed baseline. The way in which you handle requests for change can have a big impact on the eventual success you achieve.

Step 7: Identify and manage risks and issues. Your approach to risk will have a major bearing on your ability to cater to change. One of the things to do early in a project is understand the appetite for risk from the senior stakeholders. This sets the tone for how to approach risks and, if they occur, issues. A risk is an event that has the potential of impacting your project, either positively or negatively. An issue is something material that has occurred and must be handled. Each project will have unique risks (positive ones may be termed “opportunities”). Risks and issues should be recorded and strategies for them agreed upon and tracked. They should be actively and regularly discussed within the project team. Risks and issues logs from previous projects can provide useful pointers, and libraries of such information can serve as a good starting point for their identification. Done well, risks and issues management can aid a Project Manager enormously.

Step 8: Collect Lessons as you go. As we mentioned previously in our article “Learning Lessons – Before You Begin, as You Progress, and When You Have Finished,” released in February 2011, we suggest past lessons be reviewed at the start of the project. Capturing lessons learned should not be a one-time task for a project. Ideally, lessons during a project should be quickly captured during its execution, but the reality is that project teams rarely make time for this. Can you be different? At the end of the project, a full, planned Retrospective should be held to record the lessons for the benefit of future project teams. If organizations and PMOs within organizations are to grow, learning from experience must be a priority.

Step 9: Continually hone your project communication. This is a holistic step that impacts the success of all the other steps we have outlined. Communication is at the heart of all your activities as a project manager. Whether you are tracking risks and issues, creating your Plan and its detailed sub-elements, reporting progress or running a governance group or anything else, your ability to communicate effectively with people at particular points in time is vital to your success. “One size does not fit all” is a useful maxim to consider for communication. It is a blend of art and science, and getting it right will play a large part in your success.

As we stated at the beginning of this article, we have put forward nine steps that, if done well, can positively influence a project’s success. We have deliberately not gone into the technical accuracy of estimates, schedule and the like; such factors are what we consider to be part of the Project Plan. If you bear our holistic nine steps in mind and can execute all of them well, we think you will have the ingredients of a successful outcome – all things being equal. As always, we would very much welcome your comments.

Volunteers Required!

Dear Members,

PMI Lahore Chapter is going to organize PM conference in December 2011/January 2012. Any member willing to volunteer for organizing the conference will need to send his/her name and contact no. to the undersigned. Thanks

Regards,

Farooq Afzal
Coordinator
PMI Lahore Chapter

|0333-4475828||042-35753298|

PMI Lahore's PMP Certification Test Preparation Course

Course Deliverable

1. PMP® Exam Questions Booklets 1000+ QAs
2. PMI Lahore Resource Book
3. Participation Certificate by PMI Lahore Chapter as a Global Registered Education Provider (REP) of PMI
4. 35 Professional Development Units (PDU)s accepted by PMI, USA

Course Fee

Course fee is 30,000/- per participant. PMI Lahore Chapter members will be provided discount of 3,000/- and for them the course fee is 27,000/- per participant.

Upcoming Course

6-10 September, 2011

Nomination may be sent to:

Farooq Afzal
Chapter Coordinator
PMI Lahore Chapter, 259 Upper Mall, Lahore
Email: coordinator@pmilhr.org.pk
Phone: 0333-4475828, 042-5753298

Upcoming Events

Primavera P6 (102)

15-17 September, 2011

Mastering Microsoft Project 2010

22-24 September, 2011

PMP Certification Preparation Course

06-10 September, 2011

PMI LAHORE CHAPTER

259 Upper Mall, Lahore

www.pmilhr.org.pk

Email: coordinator@pmilhar.org.pk

Contact # |042-35753298||0333-4475828|