



PMI Lahore Chapter

Newsletter

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President's Message

This issue of the newsletter is coinciding with the start of Eid Holidays. I will start by wish you very Happy Eid and hope you are going to enjoy one of the longest Eid breaks. October's seminar topic 'Better Planning for Successful Projects' was delivered by Kamal Mirza. Kamal shared his rich project management experience to show what it takes to develop and maintain a real world plan, and how this impacts project success. Mr. Masood Said, Chapter Secretary, provided mentoring to Kamal for developing his idea into a winning presentation. This mentoring approach has been very useful in getting members to develop and present their ideas. As a presenter a member can get valuable PDUs (10) as well as experience in presenting to a professional audience. So, if you have an idea, please contact Mr. Masooq Said.

Preparations are well underway for the biggest Project Management event in Pakistan – PMI Lahore Project Management Symposium 2012. You can register online for this event at <http://pmlhr.org.pk/conferences/>. All participants of the Symposium who attained their PMP certification after Nov 2009 will be awarded special recognition shields by the Chapter. Hope to see you at the Symposium!



Wishing you a very happy Eid,
Khalid Ahmad Khan
president@pmlhr.org.pk



khalid0211

**PMI Lahore Seminar on
Better Planning for
Successful Projects
28th October, 2011
at Bistro 201, Upper Mall,
Lahore**

Planning is critical to successful project management but involves far more than sketching a few key milestones on a Gantt Chart. Mr. Kamal Mirza from Eden Housing talked about how to do better planning for successful projects.



Project Success Plans – Planning for Success

“A Project Success Plan can be a platform for ensuring all project stakeholders start off, and continue on, the right footing.”

By Gareth Byatt, Gary Hamilton and Jeff Hodgkinson

Setting up projects to succeed in the view of the customer/stakeholder is a critical part of the Project Manager’s role. We suggest that, as part of project planning activities in the early stages of your project, you should hold a Project Success Plan (PSP) meeting with all key team members to agree on the project’s goals, and to discuss the emotional success factors that will ensure the team gels successfully to deliver the required outcomes.

A Project Success Plan (PSP) is different to a Project Management Plan (PMP), sometimes referred to as a Project Execution Plan (or PEP). A PMP is typically produced by the Project Manager to describe how the project will be managed and controlled in its delivery/execution phase, whereas the PSP is a documented meeting convened by the Project Manager to discuss and agree “what success means” to all key stakeholders. The PSP (like a PMP/PEP) should draw from project artefacts such as the Project Charter and the Customer Brief.

Our Main Points

Point 1: Project Success Plans can help the team to “gel”

Have you ever managed or been involved in a project where, at one point or another, you felt that you were not on the “same page” as other team members? Ensuring everyone on a project team is continually pulling in the same direction can be a challenge. A Project Success Plan can help you to set a solid foundation for stakeholder interactions throughout the project, and to ensure you can detect and rectify any occurrences where stakeholder views and actions start to deviate off plan. In order to ensure everyone starts off “on the right foot”, it is important to kick off your project communications strategy properly. By this, we mean ensuring that everyone’s interpretation of success and their assumptions about the project are aired and discussed in an open group forum, which can be documented and evaluated in a Pareto-type chart format to indicate importance. This is the essence of the Project Success Plan.

The Project Success Plan (PSP) is a communications planning tool in the Project Manager’s toolkit to get all key project stakeholders “on the same page”, and understanding each other’s prerogatives and drivers for success. This is not always an easy task, since there are likely to be a range of drivers and interpretations of project success amongst your stakeholders. For example, team members who are recipients of the end solution/product may have very different views and expectations of what project success means to those who are focused on delivering the product. It is also likely that some (or maybe all) team members in your project will be working together to achieve a specific objective for the first time. Indeed, the number of stakeholders who have worked together on projects before is an interesting statistic for the Project Manager to take note of at a project’s start. A Project Success Plan meeting should aim to achieve the following outcomes:

- serve as an “ice breaker” for team members to get to know a little about each other
- discuss and agree the basis for setting the criteria for achieving success;
- team members agree and commit to their roles and responsibilities for the project;
- everyone should understand each other’s personality and modus operandi;
- everyone’s assumptions about the project and their drivers should be aired, discussed and documented;
- a win/win philosophy and a collaborative approach throughout the project needs to be fostered, and;
- the team should discuss their collective lessons learned from previous projects/experiences.

The points above are all about communications and common understanding. By understanding how to handle your key/extended teams’ communications with each other, stakeholders can avoid accidental and sometimes costly mistakes in communicating information and decisions during the project’s life. For example, ensuring that people discuss how meetings, reports and controls should be conducted will help set reporting expectations (e.g. if one person thinks project status reports are “a waste of time”, find out why and talk it through).

Because of the “emotional” focus of a Project Success Plan (PSP) meeting, it should be held face-to-face whenever possible, however this may not be possible for smaller projects – particularly those that involve geographically disperse stakeholders. In such situations, a virtual conference meeting may be the most practical option. This requires special emphasis from the Project Manager in facilitating the meeting to validate everyone’s opinions frequently, ensure good feedback, and level set expectations for the project, since the important signs of body language will be missing.

Point 2: The timing of a PSP

A Project Success Plan should be completed early in the project’s life, as soon as all key members of the project team are in place. “Key members” are those with a material interest and/or delivery focus in the project. The timing for holding a Project Success Plan meeting can typically be after initial set-up works are complete and the project reaches the start of its detailed planning phase. If stakeholders change during the course of the project, the Project Manager should include reviewing and updating the PSP with the new stakeholders as part of the Resource Planning.

A Project Success Plan can also be a tool the Project Manager uses to keep the team focused and engaged. When stakeholders are suffering from project fatigue, the Project Manager can refer back to the PSP and use it to motivate the team by reviewing the reasons for the project and what success means to each person.

Point 3: How should a Project Success Plan be structured, and do all projects need one?

All projects will benefit from a Project Success Plan meeting, because it is a mechanism to ensure the following aspects are agreed:

1. Do we all agree on the core reasons for the project’s existence?
2. Are we all on the same page? Can we agree how to work together (including our roles and responsibilities, team meeting and communications protocols, team member working styles, governance processes and expectations)?
3. Are our assumptions about the technical aspects of the project (such as the design, scope, build methodology, work breakdown structure, schedule, budget and method of managing change) clear?

Large, complex projects have many different stakeholders, often spread across many geographic locations. A Project Success Plan for a large project may benefit from being led by a skilled facilitator, and it may need to last several days. Small projects with less complexity will typically not require the same level of detail.

The structure of a PSP meeting should ensure the emotional success factors are fully aired. It needs to bear relevance to the core Deliverables of the project regarding scope, budget, schedule and quality. An example of a PSP meeting agenda is shown below (the nature of your project’s PSP agenda will be tailored to the project):

Agenda Item

1. Project Introductions and Executive Summary
2. What is the definition of "project success"?
3. Our Project Methodology
4. Project Fundamentals, Principles & Key Drivers
5. Project Assumptions by us all, and how we all work
6. Project Scope, WBS, Schedule, Quality and Budget
7. Project meeting, governance and review strategy
8. Project Organisation and Role Definitions
9. Communications Management strategy
10. Tracking Benefits after Go Live

Our Conclusions

A (PSP) Project Success Plan is a mechanism to achieve the following positive outcomes for your project:

1. Ensure all assumptions about the project, and the meaning of success, are aired and discussed, and any misunderstandings and/or disagreements are resolved early in the project's lifecycle.
2. Ensure project team members get to know how to work with each other so that communications throughout the project are efficient and productive
3. Assist the Project Manager in keeping the team focused and engaged, especially on projects of long durations.

Done well, a Project Success Plan meeting can help Project Managers and the entire team understand how to work together successfully, communicate well with each other, and be a tool to keep the team focused and engaged for the duration of the project.

Summary Extract:

Planning for success increases your likelihood of a successful project outcome. It is always important to ensure the "facts" of project scope, schedule, design, quality and budget are given due consideration. It is equally important to ensure the emotional aspects of project teamwork – team member expectations, their way of working, their personal aspirations for the project and their assumptions on how the project will unfold – are managed. A PSP (Project Success Plan) is a method to bring out these emotional aspects. Done well, it can be a good platform to ensure the whole team continually pulls in the same direction to make your project a success.

Root Cause Analysis and Corrective Action for Project Managers

By

Gareth Byatt, Gary Hamilton, Jeff Hodgkinson, and Duke Oakes

Project managers have the immense task of juggling requirements and resources that are often not under their direct control in order to produce the required project deliverables within the limited constraints to which they must adhere (scope, time, quality, etc.). Even if the perfect project plan could be designed and executed, it would not remove all of the risks that could ultimately impact a project. Plans must inevitably change for one reason or another.

During the phases of a project, it could be said that there are three major activities focused on reducing project risk. The first risk reduction activity occurs during project planning, when a proactive risk assessment is conducted and the identified risks are either mitigated or avoided (e.g., by modifying the project plan), transferred (such as through insurance) or accepted (by doing nothing and accepting that “if it happens, it happens”). The second activity is the continual assessment of risk throughout the project. The final risk reduction activity is to hold a retrospective “lessons learned” at the end of the project, which will have the least impact on the current project but will serve to benefit others in the future.

However, for the unforeseen problems that occur throughout a project, risk management is too late, since it has already been completed, and lessons learned are too early, since that is conducted at the conclusion of the project. Corrective action is then a critical process for dealing with ad-hoc problems encountered during projects.

Unfortunately, actions taken to resolve an issue often only address the problem itself, not its underlying causes. Symptoms of the problem are addressed and project resources are adjusted to compensate for the problem, but true corrective action may not be taken. In other words, the causes of the problem remain unknown, meaning the problem may reoccur later in the project and/or in future projects.

Consider this example:

Problem: A design project to develop a new vehicle has come to a complete stop because one of the key work packages for it is on the critical path but is behind schedule.

Action taken: The work package behind schedule is deemed to be a low risk, so it is decided that it will proceed in parallel with other modules, changing the critical path. This means that if no major problems found are with the module, there will be no additional delay.

Note that while the action taken in this example may allow the project to proceed along a modified critical path, nothing was done to identify why the work package was behind schedule in the first place. That is, while the problem was resolved (corrected), no action was taken to ensure that the same problem would not occur in the future (corrective action). In our example, was the module behind due to inadequate capacity of the assigned resources, or for some other reason?

Corrective action consists of two major phases:

- **Diagnosis:** Performing an investigation to find the root causes of the problem
- **Solution:** Taking action to prevent the causes from recurring

To provide a more detailed breakdown of these steps, we put forward an example “10-step problem solving model” that we hope will be of use in guiding you through a corrective action process. Steps 1 through 5 are for problem diagnosis, and 6 through 10 for solution implementation.

1. **Define the Problem:** What occurred, where and when was it identified, when did it begin, and how significant is it?
2. **Understand the Process:** What were the process steps that should have been carried out before the problem was found?
3. **Identify Possible Causes:** If they did not occur as planned, which of the process steps could have caused the problem?
4. **Collect Data:** What information could indicate which of the possible causes actually occurred in a way that would create the problem?

5. Analyze Data: What does the data indicate about which of the possible causes did or did not contribute?
6. Identify Possible Solutions: What changes to the processes of project planning and execution might keep those processes from failing in the future?
7. Select Solutions: Which of the possible solutions identified are the most viable?
8. Implement Solutions: Plan and carry out the selected solutions.
9. Evaluate the Effects: Were the solutions implemented and have they worked?
10. Institutionalize the Change: Update project management guidelines and tools to ensure that future projects are carried out in alignment with the improved processes.

Note that steps 1 through 5 are typically done iteratively, until the causes found are at a depth sufficient to prevent recurrence. For example, if on a software project testing, delays are due to inadequate capacity of the testing software, the reason for the capacity problem would need to be determined in order to prevent such a failure in the future.

Of course, it is not necessary to carry out this level of investigation and action for every problem that occurs during a project, so an important component of the corrective action process is risk assessment and agreement on a sensible course of action. That is, for each problem that occurs, the relative magnitude and likelihood as part of a risk assessment should be considered before assuming root cause analysis is required.

There are many barriers that prevent corrective action from being carried out effectively. We have already alluded to ... a lack of guidance ... a process ... for carrying it out. That's the purpose of steps 1 through 10. Other barriers and resulting imperatives for project managers include:

- There is often a tendency for a single individual to try to perform the investigation and solve the problem without help. However, project failures are often the result of incremental variations within multiple processes, and a single individual is unlikely to be sufficiently familiar with all processes to be able to evaluate them effectively and without bias. Therefore, project managers must ensure that they involve multiple players in the diagnosis of complex problems. They need to encourage their team to "put their hand up for help".
- In the rush to solve problems, people make assumptions and jump to causes or solutions without having data to back them up. This leads to tampering with processes, which can result in further problems. Project managers need to be certain that adequate information is available before deciding which actions to take.
- Corrective action often has a negative connotation in organizations, which means people don't look forward to being involved. However, many studies have shown that humans and organizations learn more from their failures than from their successes, so corrective action needs to be viewed as simply the process of learning more about how processes actually operate. Project managers need to employ positivity when assessing the need for corrective action and putting the case forward to do it.
- Corrective action is seen as something that is in addition to the "regular work", rather than as part of effective business management, as indicated by the Plan-Do-Check-Act cycle. Project managers who emphasize the PDCA cycle as part of day-to-day thinking, as well as during major milestone reviews, will help others see the more complete picture of their roles. It is certainly an embedded part of Quality Management.
- Many organizations want to automatically assign the cause of all problems to human error. The problem with this is that it is insufficient to provide identification of solutions, since the cause for that human error would need to be known. Many of the causes of human error turn out to be

deficiencies in information, equipment, and management processes. Project managers who focus on process deficiencies rather than blaming people will find that others are more willing to dig down to the real causes of problems.

There are also challenges specific to project management which serve to make the activity of corrective action more difficult. These include:

- Many projects involve multiple organizations, each a separate legal entity having unique knowledge/skills for which they are being contracted. This means players may try to protect their own turf (think of the BP disaster in the Gulf, and how the various contractors blamed each other), making the truth hard to find.
- Project personnel may only consider the current project, rather than future projects, as potential beneficiaries of corrective action. The reality is that all players should be able to learn from investigations and often carry that knowledge into future projects.
- Similarly, due to the fact that each project has an end-point, it may be difficult to do a full-on evaluation of effectiveness. The value of solutions may only be appreciated in the course of future projects.

Another significant advantage of developing better root cause analysis skills within the project team is that such thinking is fundamental for risk management, quality management and the creation of a “learning culture.”

New Chapter Members!

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

| | PMI Id | Name | Organization | Join Date |
|----|---------|----------------------------|---|-------------|
| 1 | 2178186 | Mr. Adeel Mushtaq | Fauji Fertilizer Company Limited | 01-Sep-2011 |
| 2 | 626196 | Mr. Shahid K Butt, PMP | TeraData GCC (Global Consulting Center) | 04-Sep-2011 |
| 3 | 2183334 | Mr. Hammad Masood | Farabi Petrochemical | 08-Sep-2011 |
| 4 | 2183166 | Mr. Zahid Ali Sheikh | Taweelah Asia Power Company- Tapco | 09-Sep-2011 |
| 5 | 2184692 | Mr. Tahir Ghulam | IKK | 10-Sep-2011 |
| 6 | 2184694 | Mr. Muhammad Akram Hanif | AWCC | 10-Sep-2011 |
| 7 | 1366155 | Mr. Muhammad Mohsin Ismail | SKB Engineering & Construction Lahore | 13-Sep-2011 |
| 8 | 2185242 | Mr. Waseem Shams | National Database and Registration | 13-Sep-2011 |
| 9 | 1287308 | Mr. Syed Ul Haque Faiz | Etilize pvt. Limited | 14-Sep-2011 |
| 10 | 2190788 | Mr. Muhammad Munir | Sofcon | 18-Sep-2011 |
| 11 | 2191284 | Mr. Zeeshan Khalid | PAIR Investment Co. Ltd. | 24-Sep-2011 |
| 12 | 941881 | Mr. Abrar N Adhami | JPM Chase | 28-Sep-2011 |
| 13 | 1668579 | Mr. Mansoor Ahmed, PMP | Saudi Telcom/AEC | 29-Sep-2011 |
| 14 | 1964955 | Mr. Asim Naeem | Mobilink | 29-Sep-2011 |

Project Budgeting & Finance

Length: 3 Days

Dates: 25-26-27 November, 2011

Timings: 9:00 AM to 5:00 PM

Course Fee: Rs. 27000/- per participant.
Rs. 24000/- for PMI Members
15% discount on 3 or more participants

For Nominations:

| Farooq Afzal || Chapter Coordinator |
| PMI Lahore Chapter |
| Email: coordinator@pmilhr.org.pk |
| Ph # 0333-4475828, 042-35753298 |
| www.pmilhr.org.pk |

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) 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

14-18 November, 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

New PMPs

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



| Sr. | Id | Name | Organization | PMP Date |
|-----|---------|-------------------------------------|----------------------------------|-------------|
| 1 | 1988285 | Mr. Hassan Zaheer, PMP | Worldcall Telecom Ltd. | 01-Aug-2011 |
| 2 | 2086675 | Dr. Muhammad Suhail Qureshi, PMP | Siemens Pakistan | 01-Aug-2011 |
| 3 | 2100810 | Mr. Aitzaz Ul Hassan Shah, PMP | Presson Descon International | 01-Aug-2011 |
| 4 | 975690 | Mr. Majid Bhatti, PMP | Al Habor Leighton Group | 03-Aug-2011 |
| 5 | 1005161 | Mr. Abrar Khurram, PMP | Nokia Siemens Networks | 03-Aug-2011 |
| 6 | 2105537 | Mr. Adil Ahmed, PMP | Telenor Pakistan | 03-Aug-2011 |
| 7 | 2061470 | Mr. Muhammad Hassan Ghaffar, PMP | Emirates | 06-Aug-2011 |
| 8 | 1522651 | Mr. Ikram Ul Haq, PMP | Flying Technologies | 08-Aug-2011 |
| 9 | 1740100 | Mr. Muhammad Yasir Ilyas, PMP | Enhanced Engineering | 09-Aug-2011 |
| 10 | 1857825 | Mr. Kamran Yousuf Qureshi, PMP | Multinet Pakistan Pvt Limited | 09-Aug-2011 |
| 11 | 1294381 | Mr. Asim Dildar Awan, P.E., PMP | Ericsson Pakistan (Pvt) Limited | 13-Aug-2011 |
| 12 | 1980704 | Mr. Muhammad Umer Asif, PMP | Arbisoft | 15-Aug-2011 |
| 13 | 2042980 | Mr. Farrukh Ijaz, PMP | Worldcall Telecom Limited | 15-Aug-2011 |
| 14 | 2066075 | Mr. Waheed Bin Mozaffar, PMP | Union National Bank | 15-Aug-2011 |
| 15 | 2019978 | Mr. Muhammad Habib, Sr., PMP | Ufone(PTML) | 15-Aug-2011 |
| 16 | 2134354 | Mr. Aatif Nazir, PMP | Ericsson | 16-Aug-2011 |
| 17 | 1648396 | Mr. Adnan Pervez Qureshi, PMP | Xavor | 17-Aug-2011 |
| 18 | 1045285 | Mr. Musleh-ud-din Mufti, PMP | Warid Telecom Pvt. Ltd. | 17-Aug-2011 |
| 19 | 1962753 | Mr. Basharat Rasool Memon, PMP | Warid Telecom | 17-Aug-2011 |
| 20 | 1692295 | Mr. Amjad Ali Ikram, P.E., PMP | Construction Company | 18-Aug-2011 |
| 21 | 2013707 | Mr. Hafiz Yasir Arfat, PMP | Pak Elektron Limited | 18-Aug-2011 |
| 22 | 1499454 | Mr. Khurram Shahid, PMP | Huawei Technologies | 18-Aug-2011 |
| 23 | 2094454 | Mr. Ahmad Imran Arshad, PMP | Ebtikar Technology Company Ltd. | 20-Aug-2011 |
| 24 | 2131878 | Mr. Adnan Pervaiz, PMP | Juniper Networks | 20-Aug-2011 |
| 25 | 2015914 | Mr. Muhammad Aamir Hassan, PMP | Raqmiyat | 21-Aug-2011 |
| 26 | 1372046 | Mr. Kalyanasundaram Dhinakar, PMP | Samsung Electronics | 22-Aug-2011 |
| 27 | 2067683 | Mr. Sohaib Ahmed, PMP | Mobilink | 22-Aug-2011 |
| 28 | 2117766 | Mr. Syed Rashid Saleem gillani, PMP | Ericsson Pakistan | 22-Aug-2011 |
| 29 | 1817846 | Mr. Muhammad Shahzad, PMP | Descon Engineering | 23-Aug-2011 |
| 30 | 1960224 | Mr. Muhammad Sauood Rauf, PMP | Pakistan Revenue Automation Ltd. | 23-Aug-2011 |
| 31 | 1998086 | Mr. Mirza Amin Baig, PMP | Optimaken | 23-Aug-2011 |
| 32 | 1811760 | Mr. Syed Shahzad Hussain, PMP | Techliance Pvt Ltd | 23-Aug-2011 |
| 33 | 1189005 | Mr. Naveed Abbas Naqvi, PMP | Mentor Graphics Corporation | 23-Aug-2011 |

| | | | | |
|----|---------|---------------------------------------|-----------------------------------|-------------|
| 34 | 2157652 | Mr. Hassan Taher, PMP | Ericsson | 23-Aug-2011 |
| 35 | 1823920 | Mr. Hassan Shoaib Khan, PMP | SNGPL | 24-Aug-2011 |
| 36 | 1661050 | Mr. Abdul Razzaq, PMP | KNC (Services & Facilities) | 24-Aug-2011 |
| 37 | 1986616 | Mr. Junaid Rao, Sr., PMP | Mobilink | 24-Aug-2011 |
| 38 | 1159970 | Mr. Moazzam Ali, PMP | Mobilink GSM | 24-Aug-2011 |
| 39 | 2048784 | Mr. Zeeshan Nasir, P.Eng., PMP | Descon | 24-Aug-2011 |
| 40 | 2128979 | Mr. Saeed Ahmad, PMP | Xavor Corporation | 25-Aug-2011 |
| 41 | 1387245 | Mr. Raheel Haider, PMP | Quofores Pty Ltd | 25-Aug-2011 |
| 42 | 2030512 | Mr. M. Zaheer ud Din Babar, P.E., PMP | Presson Descon International | 25-Aug-2011 |
| 43 | 2107705 | Mr. Adnan Farid, PMP | Wi-tribe Pakistan Ltd. | 25-Aug-2011 |
| 44 | 1983358 | Mr. Imran Arshad, P.E., PMP | Tetra Pak Pakistan (Pvt.) Limited | 29-Aug-2011 |
| 45 | 1733083 | Mr. Shahzad Khalil, PMP | Telenor Pakistan | 29-Aug-2011 |
| 46 | 1521781 | Mr. Arsalan Masood, PMP | Enterprise for Business and Dev. | 29-Aug-2011 |
| 47 | 1165379 | Mr. Muhammad Saad, PMP | Ericsson Pakistan (Pvt.) Ltd | 30-Aug-2011 |
| 48 | 1750967 | Dr. Muhammad Saad Saleem, PMP | University of Ballarat | 30-Aug-2011 |
| 49 | 1660375 | Mr. IRFAN AHMAD, P.E., PMP | Arif & Associates | 30-Aug-2011 |
| 50 | 2020900 | Mr. Aasif Maqsood, PMP | Pacific Control Systems LLC | 30-Aug-2011 |
| 51 | 2130001 | Mr. Zahid Abbas, PMP | Descon | 30-Aug-2011 |
| 52 | 2155578 | Mr. Muhammad Naveed Saeed, PMP | Schneider Electric | 30-Aug-2011 |
| 53 | 1366949 | Mr. Jawad Aman, PMP | Mobilink | 30-Aug-2011 |

Upcoming Events

PMP Certification Preparation Course

14-18 November, 2011

Primavera P6 (102)

2-3-4 December, 2011

Project Budgeting & Finance

25-26-27 November, 2011

PMI Lahore Project Management

Symposium 2012

7-8 January, 2012

Register for PMI Lahore Project Management Symposium 2012

<http://pmlhr.org.pk/conferences/>

<http://ea.esapps.biz/>