



PMI Lahore Chapter

Newsletter

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President's Message

September has been an amazing month for PMI Lahore Chapter. The monthly PMP certification count crossed the half century mark with a record 53 new PMP. This list includes Dr. Muhammad Suhail Qureshi (MBBS) who is the first Medical Doctor in the history of the chapter to attain the PMP certification! The medical sector is a wide field and there are areas where project management is very relevant especially in running anti disease campaigns, building/enhancing hospitals, and field research. So we are hoping to see more medical professionals follow in the tracks of Dr. Qureshi. Congratulations to everyone who attained certifications (you can see the list in this newsletter) and a big welcome to the 24 members who joined the chapter in September (see list).

Housing sector has always been considered as a key engine of growth for the economy. However, in recent years the industry has not kept pace with the demands of Pakistan's fast growing population. Adeel Mumtaz, an architect and PMP, looked at the factors that are holding up growth in the housing sector. His thoughts on the 10 Trillion rupee problem were well received in the September seminar.

Since the newsletter has started we have been looking at ways to get more local content, especially articles on project management. In this issue we have two new writers, Mohsin Iqbal and Adeel Mumtaz. Mohsin writes a blog on project management and we are happy to feature him in this newsletter. Adeel is very active in architecture and the housing sector and he will be bringing us news from this sector in the coming newsletter. We are hoping that to find more writers who can bring in local news and content to the newsletter on a regular basis.

The schedule for the annual PMI Lahore Chapter Project Management Symposium has been set for 7-8 January 2012 at the Royal Palm Country Club. During the September board meeting, the details of the symposium were worked out. Call for papers and registration will commence by the 2nd week of October. So mark your calendars for the biggest project management event in Pakistan!!

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

**PMI Lahore Seminar on
Challenges in Project
Management for Large Scale
Housing Projects in Pakistan
on 23rd September, 2011
at Bistro 201, Upper Mall,
Lahore**



Pakistan is currently facing a shortfall of six million housing units throughout the country and a shortfall of 60,000 units for Government employees alone. If each house is of 5 Marla then the covered area for 6 million houses roughly translates into 6.75 billion square feet of covered area. If we assume the cost of construction at Rs1485/- per square feet, then we have a 10 trillion Rupees worth of housing projects waiting to be initiated.

Large Housing Projects enable growth of more than 180 local industries; creating millions of jobs and opportunities for commerce and eventually can play a vital role in jump starting our economy. Despite such a huge shortfall, consumers and banks have lost trust in the Government depts. and housing related agencies as well as private sector whether local or foreign developers to deliver large scale multi story housing projects; because of so many failed or delayed projects. This trust gap is also known as a Trust Deficit; which now stands at 10 trillion Rupees.

Assessing and sharing potential project risks with stakeholders ahead of time and mitigating those risks in consultation with relevant stakeholders creates transparency .Project management helps create and maintains transparency and visibility of processes and procedures ;this can play a very crucial role in changing the mind set and rebuilding consumer and business confidence in large scale multi story housing projects.

The housing sector still remains a cottage industry and this prevailing trust deficit is also widening the capacity gap throughout the construction industry. We are losing billions of rupees in opportunity costs. If we want to reduce this 10 trillion rupee trust deficit; we have to incorporate Project Management best Practices.

Adeel Mumtaz, PMP

PMO in a non-projectized organization? Reason for existence!

By Mohsin Iqbal

First, let us be clear on the terminology here; a 'projectized' organization is one, which runs its business primarily by performing projects i.e. each work undertaken is different from the previous work and produces unique results. Examples are management consulting firms, construction firms, law firms etc. *Whereby* a 'non-projectized' organization may not conduct projects per se and have routine operations and provide services. Examples are manufacturing firms or service provider companies etc.

In this particular case, the company provides offshore software development services by offering its development resources to clients whereby project management is taken care by the client's designated project manager. There are multiple 'dedicated development teams' working with the different clients. At month end, an invoice is sent to clients whether or not the client assigned work to their designated teams. Sounds simple, so why need a PMO? To answer this question we look at following:

A. Clients have started reporting following issues more often i.e.

- Quality of Service (deliverables) has started to decline.
- Gaps between what was asked and what is delivered.

B. Executive management has started to show concerns because:

- Each new client engagement does not always result in a predictable and consistent outcome, because each team uses its own process or none at all.
- No summarized status visibility in the ongoing projects.
- Missing resource inter-team shuffling opportunities.
- Meeting demand with supply in terms of new prospects (through business development's forecast) and resource availability internally or externally.

Above are clear opportunities for the PMO to address and solutions of these are deduced from my correspondence with industry experts like Mark Perry, Senior Vice President BOT International, and Gerard Hill, Principal Hill Consulting Inc. This also entails thorough discussions with the company's management team. The crux of the solution keeping in view the 'Basic' or 'level-1' nature of the PMO is:

A. PMO to prepare standardized light-weight project and client engagement processes for the delivery teams. These processes would help new and existing project managers to acquaint themselves with their expectations and how to conduct a typical client engagement resulting in predictable outcomes in typical engagements. Secondly, this must focus on the product's quality by integrating quality in the process to ensure deliverables are fully completed/tested before handing over to client.

B. The process should be flexible enough and not bureaucratic which would hinder its adoption. This is perhaps the greatest challenge of all. No one likes heavy project methodologies so the solution is to build an end-to-end processes, which covers 'who, what, how and when'. The idea is that every project manager will prepare a single page process flow at the start of his new project with the inclusion of PMO to satisfy process and documentation needs of their project. This would serve as a process baseline in

future for continuous improvements. Note, it is not focused towards any industry certifications like ISO, CMMI etc. So keep it very simple but at the same time “No process is not an option”.

C. PMO to conduct regular 1-1 progress meetings with each Project Manager of current teams. This solves two problems a) providing mentoring opportunity to struggling project managers and b) executive management gains quick visibility into the work progress. Word of caution here; executive management support to PMO is critical in this scenario otherwise it would likely to get under fire by the project managers community. Project managers are to be taken in confidence by the management of confidentiality and support rather than giving a feeler of setting up a unit to catch their mistakes.

D. PMO to periodically gather project performance data from the teams Project Management Information Systems (e.g. MS Project, Primavera etc) and share the current trends with teams development in-charge with recommendations to bring the project back on course if there is a significant variance from planned vs. actual spent time. Moreover, following KPIs (at the very least) can be regularly checked from the PMO dashboard for each project and even compared across projects of similar domain and dynamics e.g.

- Burn Down Progress / day
- Burn Rate / day
- Burn Down Progress / Iteration
- Burn Rate / Iteration
- Planned Vs. Actual hours variance
- Defect Removal Efficiency %
- Bug Trends by resource, module and criticality.

E. PMO to maintain central resource profiling and allocation mechanism for capacity planning and inter-team shuffling opportunities. This can be augmented with the help of internal Human Resource Information System (HRIS) jointly used by HR and PMO. Now, if resources are not available internally, PMO can coordinate with HR department to look for the resources outside the company.

Above points are viable and tested functions for a Level-1 PMO/PSO in a Tier-3 or less company having various small software development teams using different processes like Scrum or traditional SDLC, given that all them are using a common project management information system.



About Author: Mohsin has nearly a decade of industry experience in project management and functional consulting primarily in software development, product implementations, and BPI projects. He started his career as a software engineer dating back to 2001 when he developed Web & Client-server based applications for energy and facilities management companies like ABB Inc. and CyberMetrics Corp.

Our 'Simple Seven' Keys to Establishing a Successful PMO

By

Gareth Byatt, Gary Hamilton, Jeff Hodgkinson

Much has been written about how best to establish a PMO. There are many elements to take into account, and this article seeks only to provide what we believe are a few “pointers” to consider.

For purposes of this article, we'll assume that we are in a situation in which we (or you) work for an organisation with no existing type of PMO. It is important to fully understand the 'Driver' for introducing a 'PMO' of any type. When we say “of any type”, we mean – what type of PMO are we talking about? What does the “P” stand for in this abbreviation for a Management Office? A PMO can serve to control governance for projects, it may oversee a program of work, or it can operate at an Enterprise level and therefore be more strategic. In one way or another, all PMOs are 'Governing Bodies'. The questions you need to ask are:

1. “Do the key people in my organization agree that a PMO is required, agree on the authority of the PMO (and have I clearly articulated the benefits of introducing one)?”
2. “Are our processes mature enough for us to capture the value of a PMO and to make the long term commitment required for success?”

Before embarking on a plan to introduce a PMO, you may have discussions with key stakeholders, perhaps conduct a survey, and/or hire an Organizational Development consultant to conduct an independent assessment. The bottom line is similar to the way a talent agent spots a future star performer or a coach, the next top-rated athlete. In addition to talent and ability, the organization needs to have the drive to introduce the type of PMO that you feel will provide the greatest benefit. If, after reviewing the proposal, you feel that key stakeholder support and/or your capacity to introduce a PMO is not yet in place, it is better to stop and continue to focus on managing programs and projects well. Don't see the inability to implement a PMO as a failure of any kind – different organizations have different needs. On the contrary; one sign of a good leader is recognizing when an organization is ready or not ready to change in some way. Also remember that although many organizations have some form of strong governance in place, they do not consider or call it a PMO (it is fair to say that the term PMO is, for the most part, confined to IT organizations or departments).

Taking all of this into account, if you're certain that introducing a PMO into your organization is a worthy objective (and have the right stakeholder backing), the rest of this article may be of interest for you.

If you do an online search on PMO's and Project Governance, it will return thousands of hits. There is a large amount of extremely useful advice available, both free and from specialists who charge for their time. In writing this article, it is not our intention to repeat information already available; rather, we are providing some insight into what's worked and not worked for us when initiating and managing PMOs.

Step 1: Prepare yourself – The road ahead will not be easy. The individual charged with leading the introduction of the PMO will need to be well-rested, and able to focus a large percentage, if not all, of their time on the task of establishing a PMO. Let's assume you are the person being asked to set up a PMO. Consider taking a vacation; charge your batteries for the task ahead. If you are in the middle of a course of study (such as obtaining a credential or a degree), you might want to finish before starting this task. If you are involved in volunteer activities that consume a lot of your free time, you might want to consider taking a hiatus or excusing yourself from the most time consuming responsibilities (painful as it may be). Can you do all that? – Good; you're ready to start.

Step 2: Understanding which type of PMO you need – We mentioned earlier that there are different types of PMO. A Project Management Office usually exists to control governance on projects, and to ensure that projects are being set up with the appropriate criteria. Program Management Offices usually have a particular goal in mind, e.g., to deliver a program of work adhering to governance standards. At an Enterprise level, an Enterprise PMO usually represents a portfolio of work and can, in itself, be provided with reports from divisional Project Management

Offices and Program Management Offices. Companies usually start with the foundation-level Project Management Office. Maturity Models are available from several organisations to help you gauge your need.

Step 3: Take an “It’s a Project in Itself” Approach - Make alliances early and draw up a Communications Plan; have formal and informal conversations with key stakeholders (and know what kind of influence they all have), gather preliminary data and all information you need to completely fill out a project Charter, just as you would for any other project. Ensure you have a robust Business Case and Plan. You must have the mindset that establishing a PMO is a project in itself and your time is required to manage it. Does this include you personally taking on the full time position as PMO Manager? That would depend on whether you are the appointed person for the role. The success criteria for justifying the PMO must be defined and understood by you and your key stakeholders. Don’t forget to communicate that the ‘end’ state for the PMO to be “part of the way we do things” will be a while away – perhaps at least a year and more likely two years to fully embed. Several factors need to be considered, but the bottom line is: what is the priority or importance of the PMO to Management, and how quickly can your organization implement the change? Generally, organizational change transitions can either be quick and painful, or slow and relatively painless. Management buy-in is fundamental to success. Both approaches to the speed of change (fast or slow) have pro’s and con’s; we have seen that taking an aggressive approach and ‘pushing hard’ can reap rewards, but requires a strong commitment to succeed. As the saying goes, there’s a thin line between love and hate; the same can be true about organizational change such as creating a PMO.

Step 4: Obtain Buy-in for the Long Term - After completing your project Charter, having peer-level reviews, and gaining the necessary support and alliances to make it a success, step back and take a good look at the approach and the desired end result. Depending on the size of your organization, is your launch strategy acceptable? For example, are you proposing a new level of central control or a phased approach of having several ‘federated’ PMO’s that manage their business to a common, accepted level of process? The latter would involve having a few simple, comparable and easily cumulative metrics versus trying to get everyone to follow the required changes for a centralised PMO. Whatever your plan, be sure that the C Level Executives agree to it for the long-term. We suggest that you are conservative in your proposed results and set realistic goals, timelines, savings, productivity improvements, etc. The implementation of a PMO is often a major change effort, so it is best to have realistic expectations and support your assumptions with a calculated degree of confidence. Articles on PMO’s often refer to the establishment of short term and long term goals. This can be a great strategy as long as the focus on the short term results does not obscure the long term results and change. If you take this approach, be certain that you clearly communicate both expected outcomes, results and the timeframe of all milestones along the way. Remember, the long term results are the measure of your real success.

Step 5: Achieve, Document, and Communicate Early Wins - Look for, achieve and communicate ‘early wins’ as the PMO starts to make changes, even if they’re miniscule. Any positive changes in project execution or unsolicited positive feedback should be documented and sent as a ‘news flash’ to your team, management, and stakeholders. Don’t oversell; you will also have negatives that, in fairness, you’ll also need to communicate (have no doubt; if you don’t, someone else will) so that progress as a whole can be accessed.

Step 6: Stay positive through the ‘lull’ period - As with most projects and project teams, there may be initial enthusiasm but, as the ‘newness’ wears off and the work really starts to make an impact, there can be a drop in morale and ‘esprit de corps’. If you spot this lull, keep up the positive vibe. Make no mistake; setting up a PMO can be a big challenge to implement. The period most likely to require attention is during the lull period between the times during which you’ve completed, documented, and communicated your early wins or short terms goals, and the commencement of achieving the long term objectives for your PMO. It is then that the changes proposed, approved, and implemented will make a strategic impact on the prior routines, and your customers (including the PM’s in the PMO and those they support) will start to react to the impact of the change agents.

Step 7: Know When to Declare ‘Success’ – Okay. Hopefully, after all your efforts and successes, the PMO is, for all intents and purposes, working. You have documented processes, common metrics, basic standards, common tools, a central repository, training packages, and are seeing visible improvements, such as greater accuracy of project estimates, there’s more predictability about project schedules and budget outcomes, project phases are being reviewed as part of governance, lessons are being shared and learnt, and your manager and stakeholders are pleased with the progress. As they say, it’s an 80/20 rule and you’re 80% there now. Keep in mind that the final 20% of the work to optimize your PMO could take as much effort as the first 80%. This is the time that you need to look at

benefits versus value and the effort to achieve that final 20%. Is it worth it to continue driving to the final improvements, or is it time to declare success and let quality reach its ideal level over time? This is not an easy decision: it's time to scan the environment in which the PMO operates, make a decision and provide recommendations for the next steps. By the way, there's nothing wrong with taking a 6-month pause, monitoring the results, and then proposing a 'Phase 2' of PMO activities. Assuming that you are successful and always focus on your key stakeholders, the backing and momentum to continue building the PMO will happen. Be very aware of any organizational changes that may take place – it is a fact of life in modern organizations is that change is part and parcel of the future. It is important to ensure that quality of service is maintained, and that the driving forces of “how you do things” are being shared across the teams that use and function within the PMO. If the PMO has become its own department and is visibly providing value, you should be set. If it is still ad-hoc and ‘pieced together’ by evangelists, then perhaps the best decision is to keep managing it as a project until you see that the embedment has occurred.

In conclusion, in any type of organization or company, there are many ways to implement a successful PMO. Different organizations have different needs.

- Whichever way you choose, treat the creation of a PMO as a project in itself and manage it accordingly;
- Decide what type of PMO you need (if indeed you choose to call it a PMO);
- Justify it with a proper Business Case and Plan;
- Think about the long-term objective and short-term goals to celebrate along the way;
- Recognise when to decide if the PMO is ‘as good as it gets’ and is part and parcel of the operations;
- Finally, remember that if the implementation of a PMO is not progressing as planned, maybe it is not the right thing for your organization (at least, at that specific point in time).

First MBBS in Pakistan with PMP

By

Dr. M Suhail Qureshi, PMP

Dr. Muhammad Suhail Qureshi is MBBS and PMP. Presently working in Siemens Pakistan (Healthcare Sector) as Manager Projects. Clinical practice for five years in Services Hospital and Ittefaq Hospital Lahore is followed by 20 years work experience in Siemens in multiple disciplines. Management of Siemens had awarded him a gold medal on executing Light for Life Project, in earthquake affected areas of Kashmir. Please refer to <http://www.siemens.com.pk/LighLife.html> for details.



Healthcare projects like Linear Accelerators are highly complicated in nature. Certification of Project Manager is now the basic requirement for such projects.

The project management knowledge and tools are greatly helpful in streamlining project activities for smooth handling of Healthcare projects, which involve interaction of doctors and engineers.

Presently the importance of involvement of certified project managers in healthcare projects in Pakistan is at its initial and introductory stage. People involved in healthcare projects should be encouraged to get PMP certified.

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	2138665	Mr. Muhammad Fahad Yousaf	Irfan and Associates	01-Aug-2011
2	2155578	Mr. M. Naveed Saeed, PMP	Schneider Electric	01-Aug-2011
3	1366949	Mr. Jawad Aman, PMP	Mobilink	02-Aug-2011
4	2156063	Mr. Muhammad Khalid	Presson Descon International (Pvt.) Ltd.	02-Aug-2011
5	1203496	Mr. Nabeel Ahmad Bhatti, PMP	Nokia Siemens Networks	02-Aug-2011
6	2136041	Mr. Syed Mehdi Zaidi	OIEC	03-Aug-2011
7	2157113	Mr. Aziz ur Rehman Rehman	Apollo Telecom	04-Aug-2011
8	2159014	Mr. Zafir Khan	Relacom Pakistan	06-Aug-2011
9	588576	Mr. Alia Faiz, PMP	Medfolio Inc	07-Aug-2011
10	2048784	Mr. Zeeshan Nasir, P.Eng., PMP	Descon	07-Aug-2011
11	2160316	Mr. Muhammad Adeel	Iqra University	07-Aug-2011
12	2156142	Mr. Elie Fayad	Ericsson	08-Aug-2011
13	2157652	Mr. Hassan Taher, PMP	Ericsson	09-Aug-2011
14	2153093	Mr. Syed Mohsin Ali Shah	Mobilink	10-Aug-2011
15	1462496	Mr. Fahd Aman	Telenor Pakistan	14-Aug-2011
16	2165574	Mr. Muhammad Ahmad	Intech Process Automation	14-Aug-2011
17	1417507	Mr. Muhammad Latif	Intech Process Automation	14-Aug-2011
18	2160266	Mr. Agha Anees Afgan Khan	Mobilink	15-Aug-2011
19	2165679	Mr. Ahmer Shahbaz	Ciklum	15-Aug-2011
20	2139994	Mr. Muhammad Ahsan Harris	Telenor Pakistan	19-Aug-2011
21	740548	Mr. Farhan Liaquat	King Saud University	20-Aug-2011
22	587325	Mr. Ahsan Mumtaz, PMP	Pakistan Telecommunication Limited	23-Aug-2011
23	2174052	Mr. Muhammad Azhar	Saud Consult	26-Aug-2011
24	2174778	Mr. Wasif Toor	Kabot Systems	27-Aug-2011

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

Project Management Primavera P6

Length: 3 Days

Dates: 24-25-26 October, 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 (Weekend Only)

15,16,22 & 23 October, 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

Congratulations to Mr. Irfan Z. Lodhi, GM-Direct Business Unit, Systems Limited on winning IPOD through a lucky draw for participating in PMI Lahore Chapter Training Survey



Upcoming Events

PMP Certification Preparation Course

15, 16, 22 & 23 October, 2011

Primavera P6 (102)

24-26 October, 2011

Project Budgeting & Finance

28-30 October, 2011

Risk Management Professional Course

11-13 November, 2011

Call for participation in research survey:

Professor Rizwan Amin Sheikh at Lahore University of Management Sciences (LUMS) is conducting research on Leadership, National Culture, and Project Success. We would really appreciate it if you take only 5-10 minutes of your time and fill-out a brief survey form. The survey is **TOTALLY ANONYMOUS**. You **DON'T** have to give out any personal information. Kindly just click on the link below and it will open the survey form that can be filled-out.

Link for survey:

<https://www.surveymonkey.com/s/5Z5695T>

PMI LAHORE CHAPTER

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