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### Editor's note

On behalf of the PMI Bangalore Chapter, I am pleased to share the first edition of the Newsletter of our Chapter. The newsletter seeks to connect up all the members of the Project Management community who are associated with the Bangalore Chapter. It aims to provide a forum to share ideas, developments in this space, new events, thought leadership articles and much more.

The newsletter would also foster us to be better connected and extend the benefits of project management expertise for the ecosystem that we live in. This includes Business, Industry, Academia, Government and Society.

Each of us as Project Managers and Leaders have a deep belief that we can make a positive impact through collaboration with all the above 5 stakeholders..

This being the first issue, we share the chapter's journey so far, current and forthcoming activities.

I take this opportunity to extend a warm invitation to contribute, participate and volunteer in making a difference, that we can all take pride in.

*Thanks & Regards,  
Madhavan S Rao, PMP,  
Director, PMI Bangalore Chapter*



### President's note

Dear Members,

Seasons Greeting to all of you and your family. On behalf of the board of PMI Bangalore Chapter, it is my pleasure to announce and release "PM Essence" our Newsletter for the Chapter.

We have come a long way and made tremendous progress in almost all areas of our Chapter activities.

We would like to keep all our members posted through our newsletter and website to maintain our periodic communication.

The newsletter would also give another forum for all our members to contribute articles, and share knowledge and experience across our project management community.

We look forward to your continued support and would like to thank you for all your encouragement and contributions to the Chapter's activities.

*With Best Regards,  
V.Amar Bhaskar, PMP  
President, PMI Bangalore Chapter*

## Should you kill that troubled project?

You are a Project Manager who is going great guns with your project and suddenly start sensing that simmering undercurrents about the continuity and survival of the project. As a PM, it is a mandate that you should be in the loop of such dynamics, but in real life, the decision on troubled projects are based on financial, political and business factors. The project can run into trouble because of environmental conditions in the organisation, financial viability of the product or service the project is creating, market dynamics, changing customer needs or project performance itself.

### Case for IT Projects

IT projects are considered to cost more than their budget and take more time than planned for. A natural outcome of cost overruns and delays is that many projects do not stay relevant or bring expected benefits when completed. In many cases, projects are even abandoned midway through as they lose the management's attention and commitment.

According to the Center for Project Management, close to 40 percent of IT projects fail or are abandoned. The estimated financial loss resulting from project failure or abandonment is more than \$100 billion.

What is common among these projects is that management usually throws in good money to recover an already-sunk investment. A major reason for this further bad investment is that it is very difficult to kill an IT project even though it may have very little chances of success. Due to emotional reasons, it is much harder to close a project than to launch a new one.

How to prevent good money chasing potentially risky projects? Troubled projects should be handled the same way as any other troubled financial or stock market investment. Under-performing or failed projects will

consume valuable resources, people's time and emotional energies, management's attention, good will, lost opportunities, etc., which could be better utilized on another project that has a greater chance of success and provide better RoI.

### Identify the troubled project

Organizations need to have good project management practices to find projects that may be in danger of failing and what to do with them. In large organizations, the PMO could become a subject matter resource for such appraisals.

Qualitative Indicators for health of a project could be - 1) Schedule & Milestone Delays, 2) Scope Variance, 3) Cost over-budget, 4) Resources Shortages 5) Unresolved Issues, 6) High Probability, High-impact risk events, 7) Quality Problems, 8) Contracting Issues, 9) Team Management and 9) Sponsor's Continued Commitment and Funds Availability. On each of these factors, the sponsors, management, stakeholders and the project manager should agree upon threshold levels that classify the project as healthy (green), requires caution (yellow) or is in danger (RED). Then, based upon the percentage variances for each vital sign, the project is awarded points.

The total project points along with agreed-upon threshold limits determine the status of the project.

The Qualitative Indicators are then evaluated: There could be continued support of the sponsor; the product or service from the project still remains UNIQUE; the projects FIT with the business strategy; Technical viability; and if the customers or users are still involved, satisfied with the project and want to continue with it.

**See Page 3 for Action Plan**

# Assurance Based Project Management

The challenges faced by Project Managers include those in the hard track as well as the soft track.

Most project lifecycle activities follow defined processes, which take care of the hard track. These may be organization specific and usually follow global standards. Most of the processes have evolved significantly on a worldwide basis (ISO, SEI-CMM and many others) and continue to evolve, as projects get more and more complex. Project Managers however, continue to experience increasing challenges on the soft track during project execution.

They are faced with several vulnerabilities and uncertainties that might currently be dealt with in an ad hoc manner.

The need has been felt for a practical and simple solution, which serves as a proactive guide to steer through the soft issues during Project Management. This is required so that all stakeholders can experience the assurance that the challenges (and opportunities), have been addressed in the best possible manner.

The maturity of such a solution is much higher than that of addressing the issues after they arise. In this case, the situation delivers an ecosystem that precludes them from arising in the first place and if they still do, it ensures that they have minimal impact on the success of the project.

If such a solution were to exist, the practice of this would result in generation of action points (for PM and team) that result in stakeholders experiencing an assurance of the Projects being steered successfully.

## Seven Mantras

One such solution has been conceived and presented here.

It is in the form of the 7 Mantras of a successful Project Manager. The 7 Mantras are;

Investing in Customer and Team Education,  
Information Seeding,  
Perception Management,  
Learning to say a Positive NO / Conditional YES,  
Foreseeing the Bigger Picture,  
Steering the Comfort Levels  
Thinking \$ for Stakeholders.

The Mantras have been captured with examples for each of them into a book that will be released in February 2007.

These Mantras have been tried and tested in several projects, as well as in large million dollar accounts. Looking from the perspective of the 7 Mantras framework at all times will help Project Managers to arrive at a discrete list of action items to address the challenges in the soft track, in an assured way. They can then act upon these action items, to steer through the vulnerabilities, to enable better Project Health. This entire approach is recurring and iterative, since perceptions of stakeholders change with time. This framework results in outcomes that are faster, better, cheaper, larger and delivered in a more consistent manner. They thereby ensure customer satisfaction, investor delight as well as increasing maturity of the project team.

This approach (of dealing with challenges in the soft track) when applied, results in assurance amongst stakeholders, for delivery on time, within the budget, and of the desired quality.

This has hence been named 'Assurance Based Project Management'.

- Madhavan S Rao

# Education & Certification PMI Bangalore Chapter



Participants at the preparatory training program.

## News in a Nutshell

The monthly program of 35 contact hour preparatory training program to meet mandatory requirement of PMP Certification was conducted on October 7th and 8th, 14th and 15th, 2006, instead of the usual 2nd and third weekends of the month due to holidays in the latter part of the month. A record total of 33 persons took part in the training. The group consisted of three ladies and 30 gentlemen and as usual was dominated by people from the IT sector with only four from the non-IT sector.

The course was conducted over four days with the help of the following 11 voluntary faculty members: Mr. C.A.Devarajan (Initiation & Scope), Mr. N.R.Satishchandra (Human Resources), Mr. Shankar Hegde (Communication), Mr. K.Raghunath (Time), Mr. M.N.Subbaraya (Cost), Mr. Bharathmohan (Procurement), Mr. Nija Mathada (Risk), Mr. Anandan Subramani (Integration), Mr. Rathinakumar (Professional Responsibility), Ms. Shivani Rohatgi (PMP Prep) and V.S.Subramanian (Framework & Quality).

The next programs are scheduled to be held 20, 21, 27 & 28 January, 2007.

# PM Tools & Techniques

## Quality Function Deployment

As PM practitioners, we use different tools and techniques throughout the project management life cycle. Quality Function Deployment (QFD) is one of the techniques used by different industry practitioners in their six sigma project initiatives to improve customer satisfaction. QFD is quite different from traditional quality systems which aim at minimizing quality (like defect reduction, defect removal or poor service). In the traditional systems, the best any project team can achieve is a "zero defects" service - which is not competitive when all the players are equally good. Beyond eliminating defects, we must also maximize positive quality such as ease to use, fun, luxury and charming features to create value in order to act as a key differentiator in the competition. QFD is one of the techniques that potentially help to create value as it a comprehensive quality system aiming at specifically satisfying the customer. It concentrates on maximizing customer satisfaction (positive quality) - measured by metrics such as repeat business and market share. It focuses on delivering value by seeking out both spoken and unspoken needs, translating these into design targets, and communicating this throughout the organization. Further, it allows customers to prioritize their requirements, tells us how we are doing compared to our competitors, and then directs us to optimize those features that will bring the greatest competitive advantage. In order to learn and practice QFD technique, get in touch with your organization's quality team. There are various organizations which provide resources about QFD. One popular site is [www.qfdi.org](http://www.qfdi.org).

- Senthil Ramachandran

This forum is hosted by PMI Bangalore chapter for the benefit of project management community. The content will comprise of a speech / presentation on contemporary PM topics of interest across industry. The program presentation will be for about an hour followed with interactions amongst fellow PM community. The program will provide great opportunity for both the people desirous of presenting their works / papers to share their learning and also for the participants. Contact: Mr.Krishnamurthy at 22370400 / 9886814078

## Events calendar

| Date        | Topic   | Presenter                                    |
|-------------|---|--|
| 14th Dec 06 | Effective Project Management through PM tools | Mr. S.Subramanian, PMP, IBM Certified PM     |
| 28th Dec 06 | Reliability Model for Project Management      | Mr. Bharath S, PMP Alcatel Development India |

## Completed programs

|             |  |  |
|-------------|--|--|
| 30th Nov 06 | Active Risk Management   | Dr. Nalini Omtri, Ph.D., PMP Covansys Global Technology Services (India) |
| 16th Nov 06 | Integrated Visioning of the Project Leader-Manager's Role                | Ms. Kavita Singh   |
| 2nd Nov 06  | Innovation through Business Intelligence to Navigate Project Road-blocks | Mr. Sreenath Iyengar IBM India Private Limited                           |
| 19th Oct 06 | Emotional Intelligence on the Project Management Radar                   | Mr. Sreekant Srekantham PMP, CSQA Accenture                              |
| 5th Oct 06  | Critical Success Factors in Building a PMO                               | Mr. Kannan Ramamurthy, PMP, Program Manager, Honeywell                   |

# Another Milestone

PMI Bangalore chapter was started in 1998. With a grant of USD 2500 from IBM, AmarBhaskar {present President} and Fellow IBM employees started the PMI Bangalore Chapter. After a few months of activities of the Chapter at IBM, STPI Bangalore Director Mr. B.V.Naidu was kind enough to host the Chapter office at Electronic City. The Chapter Constitution & Charter was firmed up. The Chapter office was a Gypsy camp moving between offices. PMI chapter activities increased from 2003. The PMI Bangalore Chapter Office was sometime located at STPI premises and later moved as a nomadic office. The PMI Chapter office operated from Mphasis and E4e.

The Chapter has been active for the last 5 years and growing with membership support and contributions. During 2004, under the vision of President Ananth Koppar and then Secretary Amar of the Chapter, the search for an office space was decided. After an elaborate search, we found our destination in the centre of Bangalore. It is also staffed with a full time office administrator to extend member services.

The PMI chapter Office is presently located at the Indian Express Circle on Queen's Road. The Office is open 6 days a week and Mr Krishnamurthy {Kris} our office administrator is available from 9:30 am to 6:00 pm. The address and contact details are as below.

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Cunningham Road,  
Bangalore – 560052.  
Tel: +91 80 2237 0400  
Fax: +91 80 2237 0400

### Services rendered from the PMI Chapter office:

1. Member service Center
2. Training registration & coordination
3. Event organization & Management office

*- By PS Ravindranath,  
Secretary & Treasurer,  
PMI, Bangalore Chapter*

## Action plan for troubled projects

....continued from page 1

Once you have identified a project that is in danger of failing, you need to figure out what to do with it. Should you scrap the project or should you allocate more resources/money to it or should you combine/replace it with other projects or do something else?

Some companies use project prioritization to determine how they will distribute resources and which project will be closed based on financial, strategic, business impact and the level of technical and business difficulty. The higher-ranked projects get higher priority and thus get more resources. The chances of a low priority failing project getting closed are higher compared to a higher priority failing project, which may get more resources for recovery operations.

If the decision is for the continuation of the project, then a recovery plan needs to be developed. Also, the project should be periodically examined for the quantitative & qualitative evaluations and decisions made based on the thresholds.

If the project needs to be killed, then the project termination plan should be developed. The plan could cover many steps and activities like informing the key stakeholders, and consulting with legal and HR departments. Also, the project teams need to identify the usable components of the projects that could be salvaged. The team members and resources need to be re-assigned. Another activity is to document the lessons learned. The cancellation announcement must address all questions and concerns of stakeholders. Finally, the plan to manage the impact of the cancellation needs to be developed and implemented.

As a PM, one has to be prepared for good as well as troubled projects, as projects do get into rough weather and could fail. Though not an easy decision, at times killing the project may be a more prudent one compared to continuing with it and the PM should have the courage to stand by such decisions and face the consequences.

*-Vijay Paul,  
Director, PMI Bangalore Chapter*



**Kavita Singh taking the 4th Footprint Session**



**Footprints session in progress**

# Excellence in Project Management is the key

## Managing by Projects is the new management process for service organizations ...

Today's market-place is too high-speed and competitive to allow anything to displace you out of a winning position! The growing global competition has induced considerable influence on many service organizations to deliver to the customer high quality of service with predictable performance and affordable costs.

Organizations have been re-engineering themselves to meet this global demand scenario acknowledging the need to be efficient, to be responsive to the market needs, making the right decisions, exercising the right priority and delivering service excellence all along the product or service life cycle.

Project Management becomes an integral part of this journey for the organization and excellence in project management is essential for business...

Most service organizations are moving towards the project-based organization. A project based organizational model provides a means of managing the business through well defined projects, building teams to work together for a common set of goals or objectives. Successful projects are one of the key parameters to measure the strength of the organization.

They are essential for ongoing business and healthy growth of the organization. In most customer engagements or business situation it is the successful project references which go a long way in winning more business. Undoubtedly the success of projects is dependent on the Project Management skills in the organization.

Project management is a very important ingredient for most service organisations and profound emphasis is made to sharpen the skill level of the project managers to enhance the probability of success of

every project in the organisation. This is achieved by ensuring the Project Managers are equipped with the skills to ensure; quality of products / deliverables, staying on schedule, completing within budget, satisfying the clients, lead to follow-on business, achieve success and motivated team members.

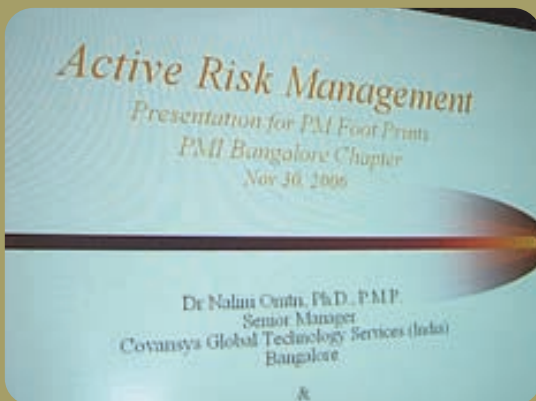
Majority of projects do not fail due to technical in-competence; often they fail due to inadequate project management skills. Some of the reasons could be due to lack of understanding of the role of the project management, insufficient commitment to project management activities, poor measurement criteria and methods, organization's management style of "reactive fixing" rather than "pro-active prevention".

Some organizations do not spend sufficient time and effort on planning and controlling projects. It is far easier to focus on doing, because it appears to be more effective to get on with the work.

Project Management is a management integration of several components of the project. The project manager is an important entity in the project team and is the one who constantly aligns the project with its objectives. Various tools, techniques and methodologies are used all over.

Some project managers have their own methods and some adopt the organization process (if the organization has one). To achieve organizational competence, a company needs a unified approach to align and strengthen the diverse approaches to project management that currently exist. Managing by Projects is the new management process for service organizations.

*- V. Amar Bhaskar PMP,  
President, PMI Bangalore Chapter*



**House Full! :Footprints 5 - Knowledge Sharing Session in Progress.**

## Invitation

**For January 2007 Edition**  
Please share your thoughts and experiences for the next newsletter that would be of interest to the PM Community. Articles should be original and about 350 to 600 words in length. Mail your contributions to [madhavan@pmibangalorechapter.org](mailto:madhavan@pmibangalorechapter.org)



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