

PMP/CAPM Exam Prep Session

@Jakarta – September 29, 2012



In order to support the number of PMP/CAPM in Indonesia, chapter offers "PMP/CAPM exam preparation" bi-monthly. Within

this 4-hours session, PMP/CAPM candidates learn more about exam procedures, guidelines, tips and tricks to pass the exam, as well take the exam simulation (paper based) to assess their knowledge and confidence level to pass the exam.

On this session exam prep, the event that held at campus MM UGM Jakarta, was attended by 35 persons. One of the attendees was Mr. M Hanif Arinto that been scheduled to take the real exam on October 20, 2012, and he has been successfully pass the exam at his first attempt. Congratulation Mr. Hanif Arinto, PMP all learning, hardworking and practices have been well paid off.

For other candidates, let's join our next session that will be informed in website and mailing list. This session is exclusively free for Chapter members, and paid for non members. Watch for our announcement in mailing list if you wish to join the next session.



20th Edition October 2012

Excellentia

Project Management Newsletter

Dear value readers,

The 20th Newsletter **Excellentia** presents the article about project failures in some industry, the journey to the PMP and also some articles about the events of Indonesia Chapter on August 2012. I would like to say thank you for Ms. Cut Sarah and Mr. M Hanif Arinto, PMP who share their precious article on this edition.

On behalf the board of editor, for all parties overwhelming support, thank you very much. Hopefully, this newsletter will give you some benefits



Alin Veronika, PMP, PMI-RMP
Communication team of PMI Indonesia Chapter

Board of editor : Mohammad Ichsana, PMP, Ika Avianto, PMP, Erlangga Arfan, PMP, Alin Veronika, PMP, PMI-RMP

Contributors: BOD of PMI Indonesia

Layout Design: Bagas Shinugi

Photographer: M Hanif Arinto PMP

The newsletter of **Excellentia** is scheduled to be available every month. The board of editor encourages readers or persons interested in project management area to submit articles any topic relating to the project management. For further inquiry, please submit your email to redaksi@pmi-indonesia.org. All contents of article published in the newsletter are responsible by the author.

PMI Indonesia Chapter

The Project Management Institute of Indonesia was founded in 1996 and is an organization dedicated to enhancing, consolidating and channeling Indonesian project management knowledge and expertise for benefit of all stakeholders. This organization is one of the chapters of Project Management Institute (PMI), a nonprofit, worldwide leading professional organization. Our members and credential holders span numerous industries, businesses and many of the Indonesian leading corporations as well as nonprofit institutions.

Project Management Institute Indonesia Chapter

Talavera Office Park 28th Floor
Jl. TB. Simatupang Kav. 22-26, Jakarta Indonesia
Telp. +62 21 7599 7905
Fax. +62 21 7599 9888
Website : www.pmi-indonesia.org
Facebook Group: PMI-Indonesia Chapter
Twitter: PMIIndonesia
LinkedIn Group: Project Management Institute - Jakarta, Indonesia Chapter

PMI Indonesia Chapter 2011- 2013

- **President:** Mohammad Ichsana PMP
- **General Secretary:** Arisman Indrawan PMP
- **VP Treasury:** Wim Cromer PMP
- **VP Program:** Anna Yulianti Khodijah PMP, PMI-SP
- **Board Program:** M Hanif Arinto PMP, Rizal Rizaldi PMP, Amerio Ruci Utomo
- **VP Education:** Sigit Wahyudiono PMP
- **Board Education:** Athar Januar PMP, Ramot Lubis PMP, Noerahan Saleh PMP
- **VP Communication:** Erlangga Arfan PMP
- **Board Communication:** Alin Veronika PMP, PMI-RMP, Indra Dwi Sasongko, Bayu Waseso
- **VP Membership:** Ika Avianto PMP
- **Board Membership:** Feri Heri Susilo PMP
- **VP Marketing:** Corina Munthe
- **Board Marketing:** Inayat Taufik PMP, Gunawan PMP

4. Join "PMP Study Group"

- PMP Study Group is a free session, exclusively to Chapter members who yields Eligibility Code where members can study together mentored by PMP volunteers (Benefit no.2 for PMI Chapter Member)
- For further information, email to : certification@pmi-indonesia.org
- Commit to attend the whole 12-14 sessions and read the corresponding chapter prior each session
- Tips : Raise your question as many as you like during the session, for any parts of PMBoK that you don't understand. In this session, mentors will also share their tips & tricks on how they deal with specific type of questions (this is the Benefit no.3 for PMI Chapter Member that you can could not get elsewhere)

5. Attend the "PMP Exam Prep"

- Join the bi-monthly PMP Exam Prep, organized by PMI Indonesia Chapter
- The PMP Exam Prep schedule will be announced in mailing list. Join our mailing list by sending blank email to pmi-indonesia-subscribe@yahoogroups.com
- Further information, email to : event@pmi-indonesia.org or please visit our website on www.pmi-indonesia.org
- Tips : Try to pass the test above 80% score

6. 1 week before D-Day

- Try to "release" yourself from your heavy activities such as projects, business trips etc.
- Ask company permission for leave 1-3 days before the D-Day.
- Tips :
 - Try to review your wrong answers during exam-like simulation
 - Test yourself that you already memorized all ITTO
 - Exercise to write "memory dump" quickly, especially on formulas, e.g.: Earned Value, Communication Channel, PERT, EMV etc.
 - Avoid eating food that will cause digestive problems (stomachache etc)
 - Lastly, the night before the exam day, try to get sleep earlier

Muhammad Hanif Arinto has more than 14 years of IT project management experience, is currently employed by IT Solution Provider Company of Mitsubishi Group, and graduated from Bandung Institute of Technology majoring on Civil Engineering with sub-major in Construction Management. He joined PMI Indonesia Chapter as member since September 2011, and volunteered himself as Board Member of Program. After intensive study, he managed to pass PMP on October 2012.



The Journey to PMP®

M Hanif Arinto, PMP

Starting on this edition, the chapter will share some experiences of PMP exam candidates in preparing the exam, successful experience in passing the exam as well as the tips and tricks. On this edition, Mr. M Hanif Arinto, PMP, who is the volunteer coordinator and board member of program, PMI Indonesia chapter, will share his journey in preparing the PMP exam. On the next edition, he will share tips & tricks on D-Day ("PMP Final Frontier"), so grab yourself the next edition of **Excellentia** !

As he passed the exam on October 20, 2012, he would like to share his own experience on preparing the PMP exam.

1. Validate your PMI Indonesia Chapter Membership

- Please check whether your PMI Chapter Membership is still valid.
- Renew your membership if it has expired.
- Tips : If you are not registered as chapter member, I encourage you to join soonest. I assure you that you will get many benefits from this chapter membership as explained below. Further information, email to : membership@pmi-indonesia.org

3. Design your "Personal Study Plan"

- Commit to your study plan. Remember quantity of study is not only the key, but the quality of study. It requires your dedicated time to study among your busy daily routines. Get support from your boss, customers, family, friends so they can allocate time for you to study without interruption.
- Recommended Study Plan:
 - a) Read and understand the **Project Management Body of Knowledge (PMBoK)**
 - Download free PMBoK from PMI.org (Benefit no.1 for PMI Chapter Member)
 - Accompany your study with supporting books, i.e. from Rita Mulcahy, Andy Crowe, Kim Heldman or other prominent authors. These books shall help you understanding the PMBoK.
 - Set your target to finish 3 times reading PMBoK (The Magic Three)
 - 1st Month: Read PMBoK at glance until finished
 - 2nd Month: Read PMBoK thoroughly until you understand all the terms chapter by chapter
 - 3rd Month : Read PMBoK one more time

2. Set the milestone

- Schedule the visible target exam date.
- Tips : Exam Eligibility Code is valid for 1 year period and you only have 3 chances to take the exam. It is recommended if you take the 1st attempt no longer than 5-6 months after receiving the Eligibility code.

and this time accompany your study by reading other supporting guide books

- You can repeat process C over and over, until you get the grasp of all chapters and understand its meaning, purpose and application in case questions
- You can speed up the reading process if you allocate more time every day/weekend. The above illustration was for 2 hour/day and 8 hour/weekend.
 - Tips : To succeed in PMP Exam, you should know and understand the PMBoK very well. It's all there. Additionally, memorizing the Input, Tools-Technique, Output (ITTO) is also necessary.
- b) Practice the exam questions
 - At first, you can practice questions by knowledge area. There are 9 knowledge areas in PMBoK. The objective to practice this way is that you can assess your competence for each knowledge area, which ones are your "weak" spots
 - Then, try to practice by "exam-like" time constraint simulation (200 questions in 4 hours). This way helps you to simulate the real situation by managing your time and stamina, thus minimizing the risk of becoming "nervous" on the D-day.
 - Complete the "exam-like" simulation 6-8 times. Refer back to PMBoK and Study guide books every time. Try to get score above 85%
 - Tips : If still below 85% then repeat the simulation again until your score is above 85% in average, then you know you're ready !



Failure Factors in Engineering Projects

Cut Sarah Febrina, ST. MEPM

Understanding Project Failure

According to the dictionary by Farlex, failure is defined as the condition or fact of not achieving the desired end or ends. Failure is "an unacceptable difference between expected and observed performance; also the termination of the ability of an item or system to perform an intended or required function" (Ahzahar et al 2011, p.250).

Similar statement is also said by Shepherd at al. (2009, p.589), they stated that project failure occurs when a project's activities cease due to unsatisfactory or insufficient progress. More specifically, entrepreneurial project failure is the termination of a project due to the realization of unacceptably low performance as operationally defined by the project's key resource providers (as opposed to projects terminated for other strategic reasons). Before the termination (the termination is not always acted) the projects could be considered to be failure when the failure indicators exist, it could be poor cost performance, schedule performance, and quality performance, or other issues which happened in the implementation of the projects. The failure indicators could be different for different type of project, as an example the failure indicator in private project is often being the negative cost and profit factor and for the public project it is often being the poor quality of the product.

The indicators of failure could exist as the impacts of some poor technical and management efforts that are running in the projects. Some researches have studied the factors of failure from the technical and management efforts in particular engineering projects, mostly mentioned that

poor management running in the project is the significant factors lead to project failure, human factors have also often been mentioned as the subjects of those poor management action.

Failure factors in Different Type of Engineering Projects

The factors lead to failure outcome could be different for different type of engineering project. Five types of engineering projects were studied in the journals collected from EBCOhost and Science Direct, they are IT, construction, mining, defense, and aerospace projects.

When we look at the IT projects, then we can see some studies talk about the reluctance to report bad news as a failure factor, an individual's reluctance to report the bad news about a troubled information technology (IT) project has been suggested as an important contributor to project failure and has been linked to IT project escalation as well (Park & Keil 2009, p.901). Most of the authors also mentioned that the lack of top management support in IT projects lead to the undesirable outcome (Kappelman, McKeeman & Zhang 2006, Al-Ahmad et al 2009). IT projects produce the products that is sometimes niche and involved the use of new technology which can appeared along the execution of the projects, that is then some researchers in IT projects mentioned that lack of change control can lead to the failure of the IT projects (Kappelman, Mckeeman & Zhang 2006, McManus & Wood-Harper 2007, Al-Ahmad et al 2009).

The public infrastructure projects has a political and economic complexity (Ng & Loosemore 2007, p.66), for example in Indonesia which is

continue to page 2

a developing country with unstable political situation a monorail project which the construction stage had been started then terminated and one of the causes is a political reason. Poor scope management is also being pointed is one of major failure factor in construction projects, Dumont et al (1997, p. 54) said that it is widely accepted that poor scope definition is one of the leading causes of project failure in the U.S. construction industry. Managing human factors is vital for project success that is why then the deffects of people involved in the project being cited in so many studies as the failure factor of the project, in all types of engineering projects.

Conservatism or the reluctance to embrace new method and technology is being mentioned as the major failure factor of defense and aerospace project (Lawrence and Scanlan 2007, Shore 2008). Department of Defense in US is also struggling with the complexity of their stakeholder management (Sutterfield, Friday-Stroud & Shivers-Blackwell 2006).

Mining remains one of the most hazardous occupations worldwide and underground coal mines are especially notorious for their high accident rates (Saleh & Cummings 2011, p.764). That statement is also mentioned in the work of Lenné et al (2011), thus the hazardous work environment in a mining project would be a major failure factor there.

Failure factors in IT Projects

- Lack of top management support
- Weak project manager
- No stakeholder involvement and/or participation and commitment
- Weak commitment of project team
- Lack of required team knowledge / team commitment / skills
- Insufficient / inappropriate staffing
- Subject matter experts are overscheduled
- Unclear / misunderstood scope and objectives
- Lack of documented requirements and/or success criteria
- Ineffective schedule management
- Communication breakdown among stakeholders
- Resources assigned to a higher priority project
- No business case for the project
- Business benefits overstated
- Differences between management and client
- Insufficient domain knowledge
- Loss of key personnel
- Poor system integration
- Poor change management
- Conflict between user departments
- Number of organizational units involved
- Failure to manage end-user expectations
- Improper definitions of roles and responsibilities
- Introduction of new technology
- Ineffective project management skills
- Ineffective project management methodology, project planning
- Deadlines are unrealistic
- Organizational culture
- Reluctance to report the bad news
- Complex and large project

Failure factors in Construction Projects

- Lack of addressing the needs, interests, and power of the stakeholders
- Lack of feasibility study and project planning
- The user (citizen) needs and satisfaction were not identified clearly
- Incompetent leader/manager
- Incompetent project team member
- Client demanding an increase in the scope of work
- Client constantly interfering
- Poor scope definition
- Design proposals become delayed
- Important information or equipment become delayed
- Lack of the contractor capabilities assessment
- Conflicts between project manager and top management
- Mismatch in capabilities of client and architect
- Conflicts among team members
- Holding key decisions in abeyance
- Reluctance in timely decision by top management
- Harsh climatic condition at the site
- Hostile political & economic environment
- Tendency to pass on the blame to others
- Uniqueness of the project activities requiring high technical know-how
- Urgency emphasized by the client while issuing tender
- Size and value of the project (being large)
- Aggressive competition at tender stage
- Poor in controlling change
- Contractual problems
- Fraud

Failure factors in Mining Projects

- Underground projects
- Non-financial information
- Non-disclosure of cash costs of production in the feasibility completion
- Hazardous work environment

Failure factors in Defense Projects

- Conservatism (reluctance to embrace new methods leads to:
 - Poor initial planning
 - Lack of clear objectives and deliverables
 - Lack of understanding of dependencies
 - Inadequate resource allocation
 - Poor risk analysis
 - Poor change management
 - Lack of 'buy-in' from stakeholders; not being able to involve a large critical mass of project stakeholders early in the planning cycle
 - Poor understanding of priorities
- Poor stakeholder management
- Large project
- Complex project management processes

Failure factors in Aerospace Projects

- Conservatism (reluctance to embrace new methods leads to:
 - Poor initial planning
 - Lack of clear objectives and deliverables
 - Lack of understanding of dependencies
 - Inadequate resource allocation
 - Poor risk analysis
 - Poor change management
 - Lack of 'buy-in' from stakeholders; not being able to involve a large critical mass of project stakeholders early in the planning cycle
 - Poor understanding of priorities
- Time critical mission
- Novelty, product's uniqueness to the market and uncertainty in requirements
- Developing a new technology
- Complexity, a complex collection of interactive elements and subsystems

Conclusions

Failure factors in each project could be different as they have different characteristics and situations. In different type of engineering projects as example, lack of change control, lack of top management support, and reluctance to report the bad news as failure factors that have been mentioned in most studies of IT project failure causes. For defence and aerospace projects with the study mostly come from US Department of Defence and The National Aeronautics and Space Administration the problem mostly come from the conservatism of the people in the project or their reluctance to embrace the new methods. Mining projects where the accident rate is high, their hazardous workplace become the factor that has been discussed in many studies. Then for the public infrastructure projects with their unique characteristics, the problems often come from their scope definition, the political and economic environment and also problem in the people behaviour that leads to conflicts and disputes.

About the Author



still in project management area in Swinburne University of Technology, Victoria, Australia.

Cut Sarah Febrina, born in Banjarmasin, South Kalimantan, on February 3, 1988. She attended the University of Indonesia to take the bachelor degree of Civil Engineering in 2005 and continued her study to Melbourne University right after graduated from UI in 2010. Her major is Project Management and she's currently working towards her PhD candidacy

Profile Board of Directors

"Starting from 15th edition to incoming editions, the newsletter of Excellentia will be presenting the brief information of Board Members of PMI Indonesia Chapter, 2011-2013 for each member in every edition. The aim is to introduce the board members to readers interesting in PMI Indonesia Chapter's organization.

Sigit Wahyudiono, PMP

VP Education - swahyudiono@pmi-indonesia.org
(PMI # 697373)



Appointed as the VP Education, Mr. Sigit Wahyudiono is in-charge to promote the project management profession through development of educational workshops, seminars, and publication designed to enhance and expand the skills and knowledge in project management. His project management experience coming from engagement in various projects in Information Technology & System Development, Oil & Gas Engineering, Transportation

Arrangement, and Consultancy Services – he is currently supporting DELL Indonesia as a Senior Program & Project Advisor of Global Infrastructure & Consulting Services. He holds a graduate degree of Magister Teknik from Industrial Engineering University of Indonesia, and an undergraduate degree of Sarjana Komputer in Information Management of University Budi Luhur Indonesia.



PMI Roadshow to NSN

Project management roadshow has been conducted to Nokia Siemens Networks (NSN) Company at Menara Mulia 7th Floor Jakarta on October 23, 2012. Two senior project managers in telecommunication sector share their experience as a project manager. The first speaker was Ms Rozana from NSN talked about how to manage team with the different culture and share best practice work in overseas. The second speaker Mohammad Ichsan from Indosat talk about Project Manager's Syndrome. One of the syndrome mostly talked was ninety percent syndrome. When progress reach ninety percent project manager sometimes feel project is

almost complete and slowdown the effort. But the result is more difficult to make completion of project. The topic of this event is Project Manager's Syndrome is familiar by participants many questions appear in the event. Not only questions ask directly to speaker face to face but also question deliver by chit chat online. Cause this event also share live as realtime by webcam to others NSN employees. Its mean not only NSN person attend in the venue which join but also other NSN employees can watch and join with session from other room, other floor, other building and overseas join by teleconference and chit chat.

Roadshow

OMM #35 "Build your career in Project Management"

On 29th September 2012 at Campus MM UGM Jakarta, Jl. Sahardjo No.83 Tebet Jakarta Selatan, PMI Indonesia chapter collaboration with MM UGM held the 35th Open Membership Meeting (OMM) with "Build your career in Project Management" as the topic. This event was attended by more than 50 persons from various background industries such as practitioners, professionals, students attended the event.

Started at 14.00 with the MOU signing was represented



by President PMI Indonesia Chapter – Mr. Mohammad Ichsan, and MM UGM Program Director - Prof. Lincoln Arsyad Ph.D. It was then continued to knowledge sharing by three speakers. The first speaker, Mr. Mohammad Ichsan, PMP opened the knowledge sharing session with the topic Value of Project Management.

While Mr. Pilun Pochanart, PMP who is VP Project Development of Banpu Ltd, mining corporate from Thailand, as the second speaker, shared his experiences in implementing project management at Banpu.

Our last speaker, the General Secretary of PMI Indonesia Chapter, Mr. Arisman Indrawan, PMP, shared the implementation of project management at EPC projects.

PMI Indonesia Chapter Membership September 2012

A. Renewed Member

- Mr. Erlangga Arfan, PMP
- Mr. Yuki Arif
- Mr. Muhammad Hanif Arinto
- Mr. Ika Avianto, PMP
- Mr. Muhammad Firdaus
- Mr. Arfi Fitrianda, PMP
- Mr. Adityo Kristianto, PMP
- Mr. Zamrud Kurnia
- Mr. Ristyawan Fauzi Mubarak, PMP
- Mr. Aji Prasajo Reksoprodjo, PMP
- Mr. Gede Sumardika

B. New Member

- Mr. Rinaldy rinaldy, P.Eng.
- Mr. Bambang Aris
- Ms. Widianty
- Mr. Yanto Andri
- Mr. andi imannuddin
- Mr. Moehamad Gunadharna
- Mr. Rahmat Mulyana
- Mr. Kodrat Mahatma
- Mr. Yoga Daniawan
- Mr. Anton Pane
- Mr. Erwin Arief Wibowo, PMP
- Mr. Dani Pradana
- Mr. Alexander Rudy
- Ms. Leni Sagita Riantini Supriadi
- Ms. Yuli Alfira
- Mr. Gapurendro Ardhyogi

OMM