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Issue 23



Project Management Institute  
Hong Kong Chapter

# CCR Updates to PDU's Category Rules

**PMI HK Asia Pacific  
Project Management Congress 2015**



5th December 2015 | Cyberport Conference and Exhibition Centre

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# EDITORIAL

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The theme for this issue is the Continuing Certification Requirements (CCR) updates which will affect all PMI certification holders in how their “PDU’s” acquired are categorised to meet the updated CCR rules. Ms Janet Yu has published our feature article in this issue to explain these changes.

At the local Chapter level, we have our upcoming PMI HK Asia Pacific Congress 2015 to be held on 5 December 2015 at the Cyberport Conference and Exhibition Centre. We encourage all our readers to register for this yearly event to share the experiences of prominent guest speakers from industry and the project management profession, as well as network with delegates and the PM community. Refer to article for details

At the Annual General Meeting on 1 June 2015, the newly elected Executive Committee members for the 2015 – 2017 were announced. On behalf of the Chapter, President Rossana Ho thanked the past Committee members and the Chapter’s volunteers and supporters for their invaluable contribution to the Hong Kong Chapter. Refer to article for details.

With the changes in the expanded VP Marketing role, which is now merged with the previous Publications, Knowledge Management and Marketing roles, it took some time for the Marketing team to settle down and work on the Issue #23 of the eNewsletter. We hope to bring you regular issues going forward.

Why do professional institutes require ongoing education? One reason is that these institutes recognise that certification holders need to keep learning in an ever changing world, so let me leave you with some quotes on “learning”.

## Happy reading

Keen Lam  
Editor, VP Marketing



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**“I had six honest serving men.  
They taught me all I knew. Their  
names were: Where, What,  
When, Why, How and Who.” -  
Rudyard Kipling**

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**“Live as if you were to die  
tomorrow. Learn as if you were  
to live forever” – Mahatma  
Gandhi**

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**“Wisdom is not a product of  
schooling but of the lifelong  
attempt to acquire it” – Albert  
Einstein**

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# CCR Changes

## 2015 Continuing Certification Requirements (CCR) Program Updates

### Why?

CCR was designed to help active PMI certification holders grow and develop with the profession. The market is changing faster than ever before. PMI's market research team surveyed both employers and project practitioners to learn what skills and abilities they need to deliver results. The results showed that technical skills alone are not enough. Employers want practitioners who understand their industry and organization's strategy, and have strong leadership skills to successfully navigate project complexity.



As such, PMI introduces the PMI Talent Triangle (see diagram) and it will be updating the CCR program to ensure PMI certification holders to focus their learning along the lines of the PMI Talent Triangle – technical project management, leadership and strategic and business management, so as to meet the future needs and demands of the global marketplace.

#### **Technical Project Management:**

Knowledge, skills and behaviors related to specific domains of Project, Program and Portfolio Management.

#### **Leadership:**

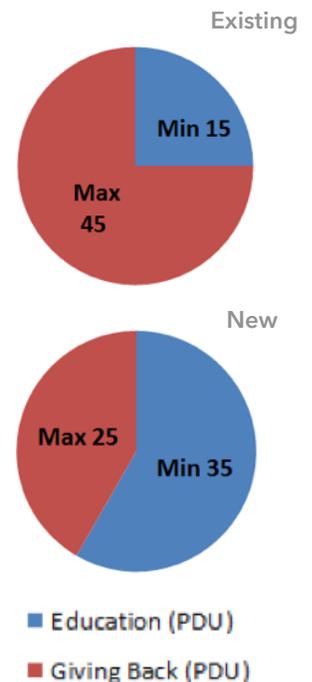
Knowledge, skills and behaviors specific to leadership-oriented, cross-cutting skills that help an organization achieve its business goals.

#### **Business and Strategic:**

Knowledge of and expertise in the industry or organization that enhances performance and better delivers business outcomes.

### What Are The Updates?

Basically more PDUs are required under Education and a minimum number of PDUs must be earned for each of the three areas of the PMI Talent Triangle. For Giving Back, the maximum number of total PDUs to be earned in this category has decreased and the total number of PDUs to be earned in Working as a Professional has decreased too. The two diagrams on the side compare the new with the existing CCR requirements for PMP®/PgMP®/PfMP®/PMI-PBA®.



Below is a summary of the new CCR requirements:

	PMP®/PgMP®/PfMP®/ PMI-PBA®	PMI-ACP®/PMI-RMP®/ PMP-SP®
Total PDUs required for each cycle	60	30
<b>Education</b>	<b>Minimum 35</b>	<b>Minimum 18</b>
Technical project management	Minimum 8	Minimum 4
Leadership*	Minimum 8	Minimum 4
Strategic & business management*	Minimum 8	Minimum 4
<b>Giving Back</b>	<b>Maximum 25</b>	<b>Maximum 12</b>
Working as a professional	Maximum 8	Maximum 4
Volunteering	Maximum 25	Maximum 12
Creating knowledge	Maximum 25	Maximum 12

\* All PDUs claimed can be shared across multiple certifications held.

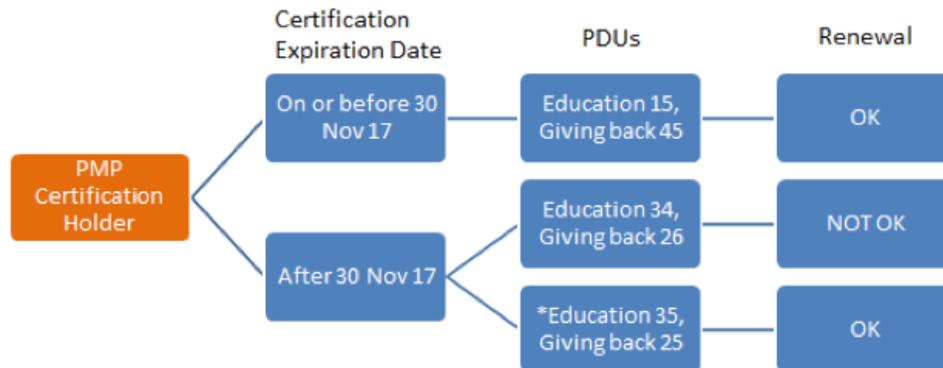
## When Will It Be Effective?

The new CCR program goes into effect on 1 December 2015, after which PDUs will be classified according to the new CCR format. Certification holders should note the following dates:

	Beginning 1 December 2015	Certification Expiration Date:	
		1 December 2015 - 30 November 2017	1 December 2017 And Beyond
Classify PDUs according to new CCR format	Yes	Yes	Yes
Meet requirements of new CCR program for renewal		No*	Yes

\* Compliance with the new format is encouraged, but not mandatory to renew during the current cycle. In future cycles, the new CCR program requirements must be satisfied to maintain active certification status.

The following is a decision tree to help a PMP certification holder to understand better the new CCR requirements:



\*Also needs to meet the requirements as stipulated in the summary table above.

## Where Can I Get More Information?

You can find more information on the micro site about the 2015 CCR Program Updates at

<http://www.pmi.org/certification/ccr-updates-pra.aspx>.

# PMP® Exam Changes in January 2016

By Janet Yu, VP Certification, PMI Hong Kong Chapter

## Why?

As the project management profession continues to evolve over time, the role and responsibilities of a project manager also keep changing. In order to stay relevant, the PMP® exam must reflect the current practice of those leading and directing projects. Thus a change in the exam itself is required to ensure that the PMP® certification is up-to-date and pertinent to what is happening in the profession.

This update is taken from a research effort called Role Delineation Study (RDS) for each certification, carried out in every 3 - 5 years. The ultimate output of this research is compiled to produce the **Exam Content Outline** – the blueprint of the exam.

## What Are The Updates?

There are several changes but the main change is the addition of 8 new tasks. New exam topics will be introduced in the exam based on these new tasks.

Domain	Domain Description	No. of Tasks Added	Tasks Added
1	Initiating the Project	3	Task 2, 7, 8
2	Planning the Project	1	Task 13
3	Executing the Project	2	Task 6, 7
4	Monitoring and Controlling the Project	2	Task 6, 7
5	Closing the Project	Nil	Nil

The key changes to the content are related to:

- Emphasis on business strategy and benefits realization
- Value of lessons learned
- Project charter responsibility
- Enhancing stakeholder relationships

Other changes include:

- Weighting of exam slightly changed
- Executing from 30% to 31%; Closing from 8% to 7%
- A few tasks removed

As a result, there is about 25% of the exam content that focuses on new topic areas that were previously not tested. This is driven by the 8 new tasks. In addition, a very large percentage of the overall exam questions will also be new and updated.

The updated Exam Content Outline document, dated June 2015 on page 2, can be found in the link shown at the end of this article.

The logo for the Project Management Professional (PMP) Examination Content Outline. It features a dark blue rectangular background with the text "Project Management Professional (PMP)®" in white, bold, sans-serif font at the top, and "Examination Content Outline" in a smaller, white, sans-serif font below it.

## When Will it Be Effective?

11 January 2016 is the last day to test under the current version of the PMP® exam “**Domain Exam Outline**”.

## Where Can I Get More Information?

You can find more information about the PMP® exam changes at

<http://www.pmi.org/certification/exam-changes.aspx>.



The Hong Kong Chapter is proud to host the Asia Pacific Project Management Congress 2015 on 5th December at **Cyberport Conference and Exhibition Centre**. The organisers strive to build on the successes of past conferences to host another unforgettable conference with exciting renowned guest speakers from Hong Kong, Asia and the United States.

**Theme for 2015: "Preparing for the future; are we ready for the next wave of opportunities and challenges?"**

Organisations of all sizes need to plan and prepare for the future in order to survive and prosper. The need to i) adapt to a dynamic and often uncertain global economic & business environment, ii) capitalize on opportunities and iii) drive continuous improvement, are all now critical competencies.

This year's Congress will appraise the current state of play and explore into what the future may hold for organisations, the opportunities awaiting and the challenges which are looming. Both opportunities and challenges will be considered from both a strategic and managerial perspective, with the focus on:

1. Business value and benefits
2. Critical competencies
3. Best practices in execution
4. Continuous improvement

**2015 PMI HK - Asia Pacific Project Management Congress – Honorary Guest Speakers**

The list below are our honorary guest speakers who have confirmed to-date. Additional stimulating and innovative speakers are expected to be added to our list, as their confirmations are received.

Honorary Guest Speakers (In Alphabetical order, as of 1 Nov 2015)	
Mr Jason Chiu	CEO, Cherrypicks
Ms Virginia Choi	Managing Consultant & Country Manager, Tamty McGill Consultants International
Mr. Alok Jain	Head of Planning & Development, Kowloon Motor Bus Company
Mr. Will Noble	Managing Director (Asia Pacific), Human Systems International (HSI)
Dr. Jiwat Ram	Director, MSc Project Management Program, Xian Jiatong - Liverpool University, China
Mr. Simon Tong	CEO, Smartway Management Technologies Ltd.
Mr. YB Yeung	Distinguished Fellow, Hong Kong Computer Society

## Registration Fees for Individuals and Groups

Registration Fees (per person)	PMI HK Member	Non-Member
1 Day Congress - Regular Rate - 8 PDU	HKD\$1,500	HKD\$1,800
Group Rate - 5 or more registrations - Regular Rate - 8 PDU each		HKD\$1,500

### Benefits for Congress Attendees

- ♣ **Knowledge Sharing:** Congress program featuring local and international Distinguished Guest Speakers
- ♣ **Professional Development Units:** Entitled for 8 Professional Development units (PDU)
- ♣ **Networking:** Opportunities for professional networking
- ♣ **Complimentary Buffet Lunch & Transport:** Complimentary return transport between Cyberport & Admiralty (limited seats)

Don't miss this opportunity to attend this year's Congress. The Chapter also offers Group Rates for 5 or more registrations, at the same member rates. **Register now** and join us at Congress 2015 at Cyberport.

To register online for individual registration, click on this link: [Individual Registration Congress 2015](#) . For Group registration, contact our Congress secretariat at [congress@pmi.org.hk](mailto:congress@pmi.org.hk) .

The Chapter will continue to update members as more details are available. So check your email inbox for further updates.

For more information, please visit our web site or contact us via:

Phone: + 852 2559 9973 Fax: +852 2547 9528

Email: [congress@pmi.org.hk](mailto:congress@pmi.org.hk) , Website: [www.pmi.org.hk](http://www.pmi.org.hk)

**PMI HK Asia Pacific  
Project Management Congress 2015**

5th December 2015 | Cyberport Conference and Exhibition Centre



# AGM 2015, Elections and incoming Executive Committee

By Keen Lam, VP Marketing, PMI Hong Kong Chapter



PMI Hong Kong Chapter held its Annual General Meeting for 2015 on 1 June 2015, at the Craigengower Cricket Club in Happy Valley. The Chapter has flourished and grown from its humble beginnings in 1997 when there were only 6 PMP's, to being a leading professional organisation representing the project management profession with over 1,200 members.

In recognition of the support from its members and to celebrate the successes of the Chapter and the newly elected Executive Committee, a free full course traditional Chinese dinner was provided for all attendees, instead of finger food provided in past years.



President Rossana Ho (incumbent and re-elected for 2015-17 term) welcomed members, distinguished guests, and the dedicated team of volunteers to the AGM. She presented the Chapter's report on its activities for the 2014 / 2015 year. These included the Chapter's long term 3 year initiatives, i) Penetrate into different industries, ii) Develop PM's in young generations and iii) Collaborate with Universities, which were on track. The Chapter's financial position is sound and is in a good position to support and fund future activities.



Our distinguished guest speaker, Associate Professor Simon Tam (Visiting Professor, University of Hong Kong Business School) delivered his presentation on "The future of project managers in The Age of Mass Entrepreneurialism." Always a thought provoking and stimulating speaker, he challenged his audience of project professionals to innovate or face the possibility of obsolescence. The audience was very appreciative of his insights and challenges to the project management profession and gave him a huge round of applause. Of course, they received one PDU towards their certification.



Mr Stephen Lau, Chairman of the Nomination Committee, announced the Election results for the Executive Committee for



the 2015 to 2017 term. This was followed by a gift presentation to all previous Executive Committee members to thank them for their contribution. The Chapter relies heavily on the support and contribution from its volunteers in running its events and serving as sub-committee members. They were presented with awards to show the Chapter's appreciation of their contribution.

The attendees thoroughly enjoyed the evening, indulging in fine Cantonese cuisine and meeting friends and colleagues.



## Introducing the in-coming Executive Committee 2015 - 2017:

There are a number of changes to the Executive Committee make-up from the previous structure; new VP positions for VP Professional Practice, VP Corporate Relationships and VP Awards and a merged VP Marketing role (previously Marketing and Publications). Ms Rossana Ho, who was re-elected as President, will continue to lead the newly elected executive committee to achieve successes for the Hong Kong Chapter to benefit its members and the project management community in Hong Kong.

### Introducing the 15 Executive Committee members for 2015 – 2017 term:

<b>Mrs Rossana Ho</b> President	<b>Ms Christine Yau</b> Executive VP, External	<b>Ms Sindy Yau</b> External VP, Internal
<b>Mr Danny Chung</b> Executive VP Finance	<b>Mr Sherman Ng</b> Honorary Secretary	<b>Mr Villupuran Santhanam Shrisankaraan</b> VP Corporate Relationships
<b>Mr Alex Sin</b> VP Young PM Development	<b>Mr Keen Lam</b> VP Marketing	<b>Ms Rose Chu</b> VP Special Projects
<b>Mr Adrian Li</b> VP Professional Practice	<b>Mr Cary Lam</b> VP Volunteer Development	<b>Ms Janet Yu</b> VP Certification
<b>Mr Joseph Tam</b> VP Education	<b>Mr Joseph Lee</b> VP Membership	<b>Mr Michael Tang</b> VP Awards
<b>Mr Anthony Tsui</b> VP Programs		

# Monthly Seminars: March to June 2015

## Recap and Behind the Scenes . . .

By Keen Lam, VP Marketing

The editorial team normally writes up a summary of each of the Chapter's monthly seminars but with the long gap between the last newsletter and this issue, the team was not able to get all the presentation material from the speakers. However we have managed to report on the seminars for July and August in two separate articles. So for the seminars that we missed here is a summary.

### RECAP of the 5 seminars . . .

Date	Topic	Speaker
10 Mar	<p><b>Design for Six Sigma to Project Management</b> Design for Six Sigma (DFSS) is a new development in Six Sigma which brings together the already widely accepted Quality Management philosophies of Six Sigma. Benefits for organisations that have deployed DFSS can be significant with respect to return on investment, greater delivery assurance and improved products &amp; services that customers want and are willing to pay for.</p> <p>This seminar explored when it may be better to replace, rather than repair existing products and services. It then elaborated on the implementation approach from multiple perspectives such as organisational capability, customer feedback, business &amp; technology risks, design considerations, the use of appropriate methods and tools, to ensure a successful delivery.</p>	Mr Peter K Fung BEng, Postgraduate Diploma in Quality Management, MBA, MA, IPMP Trainer, ASQ CQE and CSSBB
24 Mar	<p><b>Managing Innovation Driven Projects</b> When it comes to innovation, people may often think of these endeavours as 'difficult to manage', 'full of uncertainty' and 'only for geniuses'. Is it true? How would you go about managing these types of projects?</p> <p>This seminar covered an Innovation Management System (PD CEN/TS 16555-1:2013), articulating the business benefits of this approach. This included, how to mitigate and manage the risks associated with innovation, introduction of some useful tools and techniques, and the role that Project Management Professionals can play in these types of projects.</p>	Mr Simon Tong Bsc, Msc, PMP, ASQ CSSBB, MARTIZ Level 1
24 Apr	<p><b>Case Study on the Project Implementation of a Quality Based Information Security Management System</b> Leakage of sensitive information may not always be caused by an information system's technical vulnerabilities but may often be due to the lack of awareness of information security. A systematic approach in addressing this through the integrated implementation of an Information Security Management System (ISMS – ISO 27001) as well as Quality Management System (QMS – ISO 9001) was provided.</p> <p>A case study on how this approach at Hong Kong Science and Technology Parks Corporation (HKSTP) was implemented was shared. This considered the management and mitigation of information security risks, incorporation of quality management best practices, underpinned by sound project management and execution.</p>	Ir Dr Lotto Lai EngD, MPhil, MSc, BSc, FHKSQ, SrMASQ, MHKIE, ASQ CMQOE, IRCA QMS Lead Auditor, MATRIZ Level 1

28 May **The Race of the Rabbit & the Turtle**

Over the years, Hong Kong has been well regarded as a regional financial powerhouse and gateway into China. However with the record levels of urbanisation, strong economic growth and the emergence of eCommerce, Mainland China has rapidly climbed to being the 2nd largest economy in the world. What lessons from past projects can Hong Kong learn from and what initiatives can they undertake to stimulate its economy and become an eCommerce and Internet finance hub in the future?

This seminar investigated these themes through sharing of stories and projects of how the general public and companies are conducting business in China, the mass adoption of mobile and online commerce and the complimentary approach to infrastructure development.

Mr Emil Chan  
MBA, Certified NLP  
Trainer, CISA

25 Jun **The Latest Development of Six Sigma Techniques and its Application to Project Management**

To compete in today's world, every business needs to improve. Improvement can include better design of goods and services, reduction of manufacturing defects and service errors, more streamlined and efficient operations, faster customer response and better employee skills.

Improving business performance requires a structured customer-centric approach, disciplined thinking, engagement of everyone in the organization and an emphasis on demonstrating measurable business benefits for the organisation.

The objective of this workshop was to introduce the latest development of this customer-centric approach and demonstrate how these techniques can be applied in project management.

Ir Dr YK Chan  
EngD, DMgt, RE,  
FHKIE, RSSMBB,  
RLS, TOC Certified  
Practitioner



## Behind the scenes . . .

In the age of the “Internet of Things”, registration and payment for the seminars is a seemingly smooth experience using the web. However a lot of activities go on behind the scenes to make this happen.

Meet Mr Anthony Tsui, VP Programs, who manages the whole process from searching for guest speakers to introducing the speakers at the seminars.

The Chapter runs the monthly seminars to introduce a wide range of topics related to project management presented by subject matter experts and industry leaders to its Chapter members and guests. The two hour evening format allows the speakers enough time to discuss their topics in sufficient detail while meeting the audience time constraints.

## Behind the scenes with Anthony . . .

Anthony uses the networks of the Executive Committee members as well as his own business network to identify potential speakers. Speaker slots could be planned 3 to 4 months in advance. A typical scenario goes like this . . .

- ♣ He approaches a speaker, agree on a topic and a date, get a speaker bio and topic synopsis and organises the broadcast of the event
- ♣ He provides assistance and guidance to the speakers in the preparation
- ♣ He works closely with PMI HK Office to book venue, reconfirms with the speaker
- ♣ At the seminar he hosts the event, introduces the speaker, presents gift of appreciation
- ♣ He undertakes post seminar evaluation and follow-up

In the real world, things do not always go according to plan. His challenges are i) shuffling speakers when they change their dates, or cancel and then works with the administrator to reschedule; ii) venue is unavailable, works with PMI HK Office and speaker to reschedule and as a last resort, to cancel the event.



## Behind the scenes with PMI HK Office . . .

Shirley is the Chapter's very experienced and friendly administration manager who works closely with Anthony in organising the seminars. A typical scenario goes like this . . .

- ♣ Once a speaker and date is confirmed, she books the venue
- ♣ She sets up the event details on the website, sends promotional email on circulation list
- ♣ She follows up registrations, checks payment, update seminar application on PC, sends out confirmation details to attendees
- ♣ At the seminar, she registers attendees, collects cash for late registrants.
- ♣ After the seminar, she sends out attendance certificates for attendees to claim their PDU's where relevant. She collates the evaluation forms and compile a report for Anthony



So next time when you attend the seminar, be sure to show your support for the VP Programs and the administration manager who have worked diligently behind the scenes to make it all possible.

# July 2015 Seminar: Working with Multi-Generation project teams

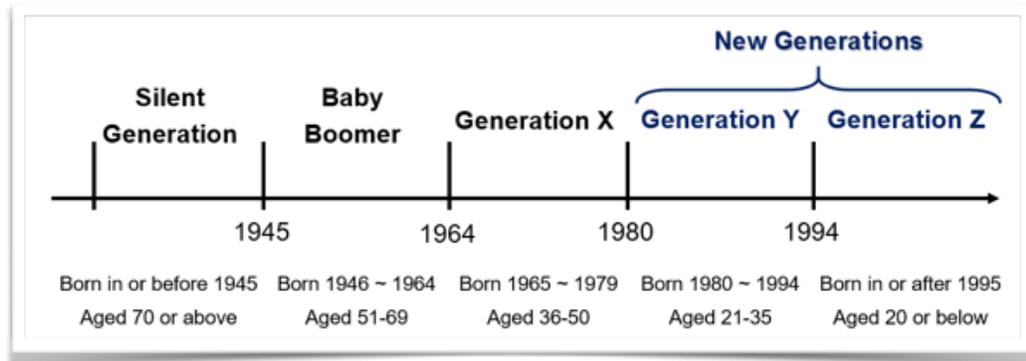
By Keen Lam, VP Marketing

The guest speaker for the July seminar was Ms. Virginia Choi, J. P who presented on the topic of “Working with Multi-generation Project Teams. Ms. Choi is the Managing Consultant and Country Manager of Tamty McGill Consultants International and has over 30 years professional experience in human resources management, training and staff development. It was an honour to have such a distinguished and experienced guest speaker at the evening’s seminar.



Project managers often have to lead multi-generation project teams and a sound understanding of each generation’s characteristics, motivations and preference can help optimize the performance of their project team members. Ms Choi introduced the classification and characteristics of multi-generations, their working styles, communication methods and key motivators. Her analysis and recommendations were based on the key findings of a 5 year research program looking into the workplace characteristics and preferences of Generation Y&Z in both Hong Kong and Mainland China.

To start off, Ms Choi described the categories of multi-generations in the diagram shown. To warm up to the topic, she gave an interesting quiz on the abbreviations used by Generation Y and Z in their social media chats.



Most of the readers are familiar with LOL (Laughing Out Loud) and OMG (Oh My God) but she also shared some not so common ones such as “kai” which is an adjective for someone who thinks or acts immature and “orz” which is a pictogram of someone kneeling, with an expression of shock, surprise or admiration.

Ms Choi walked through the background and findings of her research which involved surveys conducted in both Hong Kong and Mainland China with a representative sample of respondents from each of the multi-generation categories. Some of the interesting findings from her research include:

### Shared views between employers and new generations:

Hong Kong	Mainland China
Choosing or staying in a job . . . - monetary compensation and benefits are most important	Choosing or staying in a job . . . - monetary compensation & benefits - interests and fun - job security
Motivating to improve work performance . . . - money and title recognition	More instant response when communicating with others
New Generations as Creative, Self-centred	New Generations as Freedom
Supporting Mentors	

### Contrasting views between employers and new generations of the characteristics of new generations:

Hong Kong		Mainland China	
Employers	New Generations	Employers	New Generations
Choosing or staying in a job . . . Interests and fun is more important to them	Choosing or staying a job . . . clear and achievable career pathway is more important to us	Motivation . . . money and title recognition	Motivation . . . satisfactory performance in their job
They want to choose their working hours flexibly	We want to participate more in decision-making processes	Collaborative mentors	Supportive mentors
		Other than "freedom" they are "self-centred"	Other than "freedom" they are "creative"

In summary, Ms Choi presented a toolkit of 5 things to Take Away to apply to managing multi-generation teams based on her research findings:

1. Tangible
  - ♣ Benefits and compensation
2. Organisational culture
  - ♣ Compatible workgroup/team

3. Nature of work
  - ♣ Interesting work
  - ♣ Opportunities for accomplishment
4. Growth
  - ♣ Opportunities to learn and develop
  - ♣ Opportunities for advancement
5. Leadership
  - ♣ Good management / boss / mentor
  - ♣ Reward and recognition for individual contribution

It was a very insightful and yet entertaining evening for the audience who gave a huge round of applause to Ms Choi and her team and went away with useful information that they can apply to their professional work.



PMI HK President Rossana Ho presenting the Certificate of Appreciation to Ms Choi

# Critical Chain Your Project to Success

By Dick Tse, Marketing Sub-Committee, PMI Hong Kong Chapter

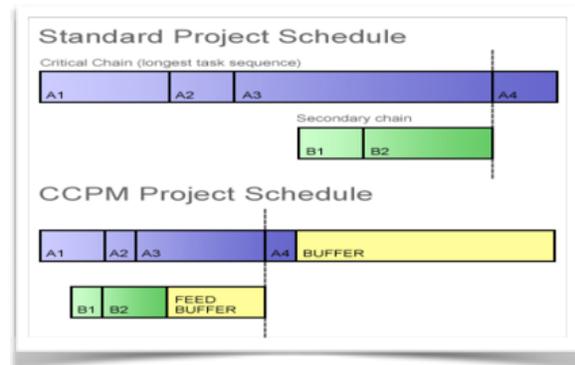
**Why, even when sufficient buffer and intensive monitoring have been applied to a project, does it still overrun its schedule? Is it because I am not drilling deep enough, in managing the critical path? Are there any other better options to manage my project?**

PMI Hong Kong was honoured to have Dr. Paul Lu, Director of Customer Support Asia for Gulfstream Aerospace to deliver and share his experiences in Critical Chain Project Management.

Dr. Paul Lu holds a PhD (Nova Southeastern University, FL. US), MSc (Aeronautical Science), B.Sc (Aviation) and PMP certification. He has over 35 years of professional experience in the business aviation industry, and has taken on roles such as Program Manager for new aircraft development programs and Program Manager of Special Missions supporting government and military programs and projects. In addition, he has developed and taught Project Management & MBA courses at several universities in Orange County, California.

Critical chain is defined as the longest set of dependent activities with consideration for resource availability. It is an alternative to critical path analysis and its main features that distinguish critical chain from critical path are:

1. We specify the critical chain, but not critical path
2. We apply 50% probable activity times and puts buffers at the end of activity chain
3. We use buffers as a measurement tool to control the schedule.
4. Defines the constraint for multiple projects as the constraining resource. All projects are linked through this resource, using buffers to control variation
5. Changes team behavior by reporting early activity completion and eliminating bad multitasking



The underlying basis for Critical Chain Project Management is the set of methods and algorithms derived from the Theory of Constraints (TOC), which has been added to the PMBOK in the areas of Planning, Performance Monitoring and Control.

**Theory of Constraint (TOC)** explains that every system has a weakest link (constraint) that determines the speed of the system. Multi-tasking is when you try to do more than one task at a time. In reality, a single resource, with two hands, can only perform one single task at a time. For each task,

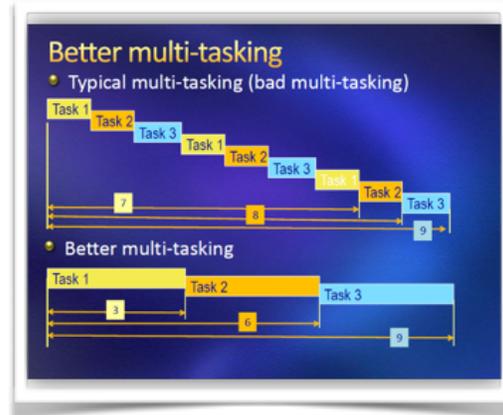
the single resource can only start on a new one, once the resource is released from the previous task. Thus for better multi-task management, we should prioritize the tasks for the available resource assigned to multi-tasks and identify the one that we will complete first. It is one of the key messages under CCPM.

During the seminar, Dr. Lu shared 5 key steps to implement Critical Chain Project Management model for managing the projects as follows:

1. Identify the Critical Chain - Identify 50/50 task durations
2. Exploit the Critical Chain - Add the project buffer to the end and add resource buffers to the critical chain
3. Subordinate all other tasks, paths, and resources to the critical chain - Resolve any resource contentions created by adding feeding buffers
4. Elevate (shorten) the lead time of the project by using added resources for certain windows of time to break contention.
5. Do not allow inertia to become the constraint. Go back to step 1 and re-perform step 1 to 4 until the project is completed.

The key points of the CCPM approach are 50/50 estimates, Critical Chains, Buffer Management and no multi-tasking. With these 4 key concepts, Dr Lu considers CCPM to be easier to adopt than the other commonly accepted Project Management Tools, such as CPM, PERT, Statistical analysis, Monte Carlo, and Earned Value approach.

The audience was given a thorough insight into the CCPM approach, with a clear explanation of the key success factors and challenges using this approach. The audience gave a huge round of applause for Dr Paul Lu for his informative and interactive seminar.



# Highlights from PMI Japan Congress 2015

By Joseph Tam, VP Education, PMI Hong Kong Chapter

This major 2 days event was held on 11th and 12th July 2015, in Tokyo, Japan and was attended by more than a thousand delegates, comprising of local Japanese and international project management professionals, PMI representatives from Japan and Asia Pacific Chapters and PMI Global, as well as delegates from local government and universities.



This annual event is renowned for its excellent event organization and top hospitality and was supported by a vast army of volunteers working with clockwork precision in planning, coordination and execution. This is reflected in the quality and punctuality of the speaker sessions. The keynote sessions were conducted in English and in Japanese (with real time translation on headsets). However the majority of the breakout sessions were in Japanese, catering to the local Japanese delegates.

## Here is a brief rundown of the keynote speakers' topics for each day:

Day 1: Six keynote speakers covering the following topics:

- ♣ Command and Risk Management of the Great Eastern Japan Earthquake
- ♣ Capturing the Value of Project Management
- ♣ A Leader's determined approach is the key to overcoming difficulties
- ♣ Leadership: Insight to new regional management through civic movement
- ♣ Creation of brighter future with Intelligent Transport Systems
- ♣ What is indispensable for a leader under the banner of regional recovery?

Day 2: Six keynote speakers covering the following topics:

- ♣ 3 qualities of Resilience Leadership
- ♣ Program Management Transformation leads to A Great Success
- ♣ Root Causes of Hotel Opening Delays
- ♣ Rebuilding Marunouchi "City with the most interaction in the world"
- ♣ Issues and challenges in program management – when will you think differently about programme delivery?
- ♣ MRJ, Japan's first passenger jet, flying into the future!

The Hong Chapter Executive team members who attended the Congress included Ms Christine Yau (EVP), Mr Danny Chung (EVP Finance), Mr Anthony Tsui (VP Programs), Mr Cary Lam (VP Volunteer Development) and Mr Joseph Tam (VP Education). They were treated to warm and friendly Japanese hospitality from their hosts from PMI Japan Chapter, and left with happy lasting memories of the event.

# ADVANCE TRAINING COURSES & CONGRESS – November to December 2015

Please check out our PMI Hong Kong website (<http://www.pmi.org.hk/education/default.aspx>) for further details/updates and register as early as possible to avoid disappointment.

Course Title / Venue	Date / Time
<b>Stakeholder Management Workshop</b> Venue: Room 502, 5/F Chow Sang Sang Bldg., 229 Nathan Road Kowloon	07 Nov 2015 9:00 am to 6:00 pm
<b>Managing Successful Virtual Team in Projects</b> Venue: Room 502, 5/F Chow Sang Sang Bldg., 229 Nathan Road Kowloon	21 Nov 2015 9:00 am to 6:00 pm
<b>Asia Pacific Project Management Congress 2015 #</b> Venue: Cyberport Conference and Exhibition Centre, Hong Kong	05 Dec 2015 9:00 am to 6:00 pm

## Payment Information

Students can enjoy a 10% discount for registering 3 or more PMI training courses at the same time (excluding courses marked with an "\*"). For details, please call our PMI administration staff at 2784 1880 or email to [admini@pmi.org.hk](mailto:admini@pmi.org.hk).