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## The Age of the "New and Improved"

Toaster Product Development Project History, Author Unknown  
 Submitted by Conni Schaftenaar

Day 1: My boss, an engineer from the pre-CAD days, has successfully brought a generation of products from Acme Toaster Corp's engineering labs to market. Bob is a wonder of mechanical ingenuity. All of us in the design department have the utmost respect for him, so I was honored when he appointed me the lead designer on the new Acme 2000 Toaster.

Day 6: We met with the president, head of sales, and the marketing vice president today to hammer out the project's requirements and specifications. Here at Acme, our market share is eroding to low-cost imports. We agreed to meet a cost of goods of \$9.50 (100,000). I've identified the critical issue in the new design: a replacement for the timing spring we've used since the original 1922 model. Research with the focus groups shows that consumers set high expectations for their breakfast foods. Cafe latte from Starbucks goes best with a precise level of toast browning. The Acme 2000 will give our customers the breakfast experience they desire. I estimated a design budget of \$21,590 for this project and final delivery in seven weeks. I'll need one assistant designer to help with the drawing packages. This is my first chance to supervise!

Day 23: We've found the ideal spring material. Best of all, it's a well-proven technology. Our projected cost of goods is almost \$1.50 lower than our goal. Our rough prototype, which was completed just 12 days after we started, has been servicing the employee cafeteria for a week without a single hiccup. Toast quality exceeds projections.

Day 24: A major aerospace company that had run out of defense contractors to acquire has just snapped up that block of Acme stock sold to the Mackenzie family in the '50s. At a company wide meeting, corporate assured us that this sale was only an investment and that nothing will change.

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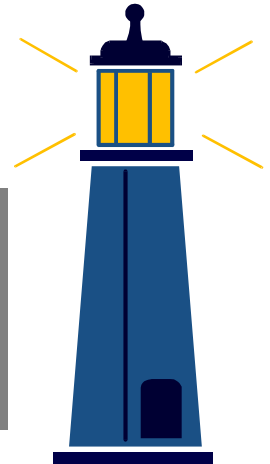
### Remember...

Bring a friend and win a chance for a free dinner. To increase the membership, the board has decided to provide an incentive to the members willing to invite their co-workers to learn what we do at the Project Management meetings. The more colleagues you invite, the greater your chances to win become. For more details contact any board member.

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# LIGHTHOUSE



“Lighthouse” will be a regular section of *On Target*. It’s goal is to allow local members to share experiences in project management, and in the process make us all just a little more aware that what we encounter in our jobs is not necessarily unique. Lighthouse will also provide the opportunity for you to obtain points toward PMP certification each time one of your articles is published. We look forward to receiving your article for use in this section. Please see the last page of this newsletter for forwarding information. When local member project experiences are not available, national articles will be used for education.

## Communications, Project Management, and the Web

John McHugh, StaSys, Inc.

One of the key components in every project is the team communications. Over the years, this communication has taken many forms and has slowly evolved into the combination of Fax, Mail, and Phone that we use today. As projects have evolved from local to national and now to the global arena, these forms of communications have begun to show their age. In many ways, they are inefficient and costly and do not support a global team effort.

Now the Internet is making what used to be considered sophisticated tools and techniques available to the masses. Even for those whose companies were at the leading edge in providing video conferencing and other meeting tools, the Internet is providing new versions of these tools that are easier to use and access. Project teams can share data much more efficiently and quickly than in the past. Products supporting videoconferencing, data sharing, co-working on applications, team whiteboards, and other functions are readily available to even casual users of the Internet and well within the reach of a project team.

### E-Mail

For many of us, e-mail has been part of corporate life. However, this was traditionally supported only intra-company and on proprietary networks. The Internet has made e-mail ubiquitous. Companies and individuals around the world are now easily accessible through standard Internet e-mail packages and gateways from the corporate world. This was not true as little as three to four years ago. E-mail still has its pitfalls. The majority of the messages get through quickly, but the process is not guaranteed to be instantaneous. For many reasons, it may be hours or days before the information gets to its destination. This, however, is the exception, and, as long as we allow for it, E-mail has many advantages.

One of the advantages is attaching various forms of information to our e-mail. We can send working copies of documents, spreadsheets, presentations, project information, et al., to just about anyone with a computer and a modem. This information can be read, modified, and returned in electronic form, allowing

for feedback to be easily incorporated back into the original. There can be problems, however. Internet e-mail packages follow standards that just about guarantee that the text portion of your message will be read without problems. Where the standards fall apart is in the area of attachments. There are several ways to attach additional information onto an E-mail message. The team must ascertain that all of its members are using the same type of attaching and that the E-mail packages will decode these attachments. Additionally, once the attachments have been decoded, the team has to be sure that the application needed to read the attachment is of the same type and version for all of its members. A document stored in Microsoft Office 97 format is not readable by a user with Microsoft Office 95.

One area that is not often explored is the use of voice capture. Although most persons do not use it, e-mail has the ability to send a voice message. A voice message can be recorded into a file and sent as an attachment to the message. Similarly, you can annotate application files with voice annotation and send this along to explain items that may be difficult to understand otherwise. This, too, requires coordination at both ends to guarantee the results.

### Internet Telephony

For those with a limited budget, another feature of the Internet is Internet telephony. Today, Internet telephony can provide extremely low-cost international communications. The quality is slightly lower than regular telephone, with some hesitancy that takes a little getting used to, but it is still quite usable. Using Internet telephony, the cost of international calls goes from dollars to pennies. Additionally, a new standard is in place that allows a call to a standard phone line. This requires a special server at the receiving end, and is not in wide distribution yet, but is indicative of future developments along these lines. The conferencing tools reviewed here support this standard.

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## **Conferencing**

New conferencing tools are providing the ability to communicate with members of the team as if they were in the same room. When team members are in the same general area, they regularly get everyone together to do brain-storming, go over status, and put out generally required information, and with this we support growth in the team. It is much more difficult when we have to deal with substantial distances to get everyone physically together. Conference calls and e-mail are utilized, but the live session is the preferred way. Virtual conferencing takes remote conferencing to a new level. It isn't the same as being in the room with live people, but it is a quantum leap from talking on the phone.

Internet conferencing is not only providing a way of conducting a virtual meeting; it is allowing us to exceed what was once available to only a small minority of users. Some companies have had the luxury of having video-conferencing equipment and an electronically connected whiteboard. These, when available, were generally tightly scheduled and required all parties to be in special facilities. The conferencing tools being reviewed here require only a standard personal computer, some software, and access to the Internet. Sound and graphics are standard on most modern personal computers. (For the sake of argument, Windows PCs (desktop and notebook), Macintoshes, personal Unix workstations, and some other types of commonly used desktop computers will be referred to as personal computers.)

These Internet conferencing tools provide a number of features. Among them, a team electronic whiteboard that allows for display and co-work on a real-time basis. This information can be stored and printed by all of the parties. Materials can be displayed and worked on in their native applications, with input from one or more participants in the conference. The information is changed real time and can be disseminated immediately after the conference concludes. The products also provide for video and audio transmittal over the Internet. This makes for relatively good interpersonal communications and allows for a brain-storming session of persons widely separated by distance.

Other features include chat, file transfer, and shared application capabilities. With the exception of video and, in some cases, audio, even slightly older technology systems can be used to keep people as part of the team. Specific requirements for the products can be found at their web sites.

A note of caution—many of the conferencing packages will either not work with or require special setup to work around proxy access or firewalls. Where it is known, it will be mentioned in the review.

## **Getting Started**

Access to the Internet is the first hurdle in implementation.

There are places that do not have easy access and, even in areas with access, the quality may vary widely. This is changing. Access is becoming more widespread and easier to get to. Even as we are becoming a mobile society, and many people find themselves managing in airports, the phone systems in airports now have modem connections. Cellular modems allow us to check in from remote trailers or from our cars. This makes what seem to be remote spots accessible. Secure communications and other features being designed into many packages will allow for future use through firewalls and proxy implementations. Digital satellite communications will span the globe in a foreseeable future.

Once connected to the Internet, speed of communications can have an impact. There may be enough bandwidth to send and receive E-mail but not videoconferencing or digital voice transmission. Most of the communications, including voice, whiteboard, and application sharing, can successfully be handled with a 28.8K modem. Video at slow speeds becomes a series of slow-scan images but does exist. With the advent of cable modems and other high-speed access, the speed has been raised to the point where real video transmission and reception are possible. As in real estate, communications is a matter of location, location, and location. Where your team members are located can impact the type and cost of communications. In some areas, towns within five miles of each other can vary between phone-only access and a cable modem at T1 speeds for \$40 a month. ISDN, and soon ADSL (higher-speed telephone connection standards), are today restricted to certain areas. So be aware that in positioning a project office, local communications capabilities may be a consideration. A few miles could make a major difference. On-site personnel will obviously be dependent upon what the customer is providing. However, more companies are looking at providing good web access or at least a phone line, so this may be available to the on-site personnel. (There are black boxes available that will allow the connection of a modem to a digital phone in a PBX site. These boxes will allow a user to connect to a local ISP and use the tools that are being discussed.)

## **Picking a Good Conference Tool**

There are many conferencing tools available, and selection will be partially dependent on the team members' locations and the overall requirements. Having a common platform makes this job much simpler. However, if the entire group is running Windows 95/98 and/or Windows NT 4.0, the selection and implementation is relatively painless. Also, some of the products will run on a native Macintosh or Unix system or with a suitable Windows emulator. In the review section, we will be looking at Microsoft NetMeeting, Netscape Conference, CU-SeeMe, PowWow, and ICQ.

## **Having a Moderator**

One requirement for virtual meetings is a moderator. This is a person who, while not having to be a guru, is aware of the technology and has become skilled at other areas of running the virtual meeting. Fortunately, at the user level, these products are relatively painless to learn. Higher proficiency will make a

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conference go smoother, but there is a certain amount of intuitiveness that helps overcome the knowledge barriers. Training that will be required is in the protocols of how to act and react in the virtual conference session. We all have become accustomed to the rules of meetings, how to keep from talking over someone, how to get attention, etc. These are handled differently in a virtual conference and, unless properly moderated, can cause a higher degree of domination by some and passiveness by others. Likewise, the conference can deteriorate into a digital shouting match, much as in a live meeting. This is where the moderator has to take over. The moderator has to learn how to deal with these problems and manage the meeting. The one main disadvantage of the virtual meeting is no live contact. Much of our present meeting skills depend upon reading body language and seeing when we are losing someone or when animosity is building. This is much more difficult in the virtual meeting.

Some of the tools are self-supporting; i.e., they can be used either with the use of a central server or, in general, by use of direct Internet addressing; others will only work with a central server site and access to that site. Establishing the standard products that are to be used, and making sure that all involved have the access to the servers, if required, is one of the jobs of the moderator. This involves both the technical and security aspects of the products. In larger organizations, the IT department or other technical support groups may need to get involved, but someone has to make sure that everyone is properly equipped.

### **Language and Culture**

Depending on the tool and the type of interfaces that the product offers, the language of choice can be a factor. If the only means of communication is typing in a chat mode, language can have a major impact. It is one thing to speak and be able to make yourself understood, but typing quickly in a foreign language can be fairly difficult. We are somewhat lucky in that English has been widely accepted as the language of business. However, we have to allow for people for whom it is not their everyday language, to be able to communicate in a virtual conference. If at all possible, having audio communications, and possibly live video, will help make this a minimal problem.

Customs and culture become another factor that the moderator needs to understand. Since it is a virtual conference, it may be that some of the people in the conference are not widely traveled. Understanding the cultural differences of those in the conference tends to make things go smoother and keeps misunderstandings based on culture to a minimum.

### **Hardware Requirements and Costs**

What is the price of entry into this treasure chest of wonderful tools? For most of the features, a moderately fast system in the 133-166 MHz Pentium range is sufficient. It should have at least 32MB of memory and a couple of hundred free MBs of storage. These systems sell in the >\$1,000 range. A 400 MHz

Windows system with lots of memory, lots of storage, fancy graphics, and a fast modem can be had for \$2,300. Cameras and audio cards that support the toolboxes are available for a few hundred dollars more. Most of the software, and surprisingly some of the best software, is available for little or no cost.

One of the biggest barriers to getting the right technology will be the existing technology. Technology is evolving at a very rapid rate. Sometimes it is unclear to those that have to pay for it that the tools that they bought just last year are now obsolete and need to be replaced or supplemented with something new. The advantages that virtual meetings have in saving time, travel expenses, phone costs, and other general meeting expenses make the ROI for these products easily demonstrable.

Some up-front costs, and the initial time and effort to get all of the materials in place, will be required. But once established, the costs for virtual meetings are very low, consisting primarily of the cost of the man-hours involved in the meeting. The concept is easily piloted. Unless you are in an extremely complex environment where access to the Internet is difficult to achieve, the products are easy to install and set up. The pilot does not require a large number of people nor does it require exotic or expensive equipment or personnel to try it out. It does require at least one person with a little technical knowledge to do the legwork and to work with all of the parties to get everyone configured.

### **Product Reviews**

Let's take a look at some of the tools that we can use in this endeavor. As mentioned before, we will be looking at some of today's hot leaders in this area: Microsoft NetMeeting, Netscape Conference, CU-SeeMe, PowWow, and ICQ. The first three of these products are actual meeting tools; ICQ is a bit different. ICQ augments the others, and for that reason I include them here.

#### **Microsoft NetMeeting—Version 2.1**

Microsoft has done a very good job in developing this product. It is one of the most popular of the virtual meeting products and has just about every feature that we would find in any of these products. NetMeeting has the ability to be used standalone or to use what are called ILSs. An ILS is an Internet Locator Server. This is a server where multiple people can call in and find each other. In the standalone mode, the IP address of the person being called has to be known. This will look something like "128.128.128.128." Since not everyone is familiar with this protocol or how to find her IP address, the use of a directory-like function such as an ILS makes the product much easier to use. (There is another way to find a person; we will discuss this with ICQ later on.) NetMeeting can be used with a direct connection between two computers, over an Intranet, or via modem without the use of the ILS.

#### **Shared Applications**

Perhaps one of the most powerful functions of Net-Meeting is the ability to share applications. All of the Microsoft Office applications and Microsoft Project can be shared. This allows

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for collaboration in writing, spread-sheet, presentation, and project management functions between two or more individuals. If you are using a slow connection, this can take a little getting used to because of the delays. However, it does work well and can allow even people within the same office space a unique capability in collaborating on a project. Not every application is sharable but more are becoming so. There are, at this writing, enough commonly used applications that do work to make this extremely useful.



**Exhibit 1**

### ***The Electronic Whiteboard***

The electronic whiteboard (see Exhibit 1) is a very popular item. It allows us to do the same thing, and even more than we can do, with the standard pads or whiteboard indigenous to most meetings. We are all used to the scribbles and drawings that are made during a meeting. These have to be transcribed onto paper and copies routed to every-one. And, the capture of the information has to be done before the board is erased. Well, the NetMeeting white-board has several capabilities that make it superior to the old way. First, actual typed text can be used versus the personal scribbles. Second, standard drawing tools increase the legibility of pictures and allow those who need to scribble to do so. Third, cutting and pasting onto the whiteboard from any windows application or screen copy is available. Forth, multiple whiteboards are available to work on and can be referred back to during and after the meeting. (Note the number and scroll arrows on the lower right hand corner.) Fifth, screens can be saved and sent to someone not at the meeting and/or printed to hard copy, so there is no transcribing. All or some of the participants can be allowed to modify the board, and then it

can be locked so that it can't be changed.

### ***File Transfer***

NetMeeting has a built-in file transfer capability that allows anyone in the meeting to send a file to another participant very easily without some of the awkwardness associated with other means of file transfer. And, since the same application is used at both ends, the insurance that the file will be received intact is much higher.

### ***The Chat Screen***

The chat screen allows for messages to be sent to individuals or the group. The good, and the bad, of this is that it does allow for private conversations during the meeting. The bad part is that the parties involved may not be paying attention. The good part is that it is not as disruptive as whispered conversations are in real meetings.

In the "Information" area, the individual messages scroll and will have some optional information attached to them. The person's name and the time and date of the remark can appear with the message. The "Message" area is where the information to be contributed is typed, and the "Send to:" area is to whom the message is being sent. This information can also be saved and transferred to a party not at the meeting. Additionally, it is sometimes valuable for having the time, date, and person who made a remark.

This product is available from <http://www.microsoft.com>

### ***Netscape Conference—Version 4.05***

Netscape conference does not offer some of the features that Microsoft NetMeeting does, but it does have the advantage of working on multiple platforms. It uses a DLS or Dynamic Lookup Service server to locate people by their e-mail addresses. Likewise, as in NetMeeting, the direct IP address can be used to call someone.

### ***Voicemail***

The Windows and Unix versions of Conference offer a Voicemail feature that allows you to send a recorded entry to the receivers mail inbox. This can be done with straight e-mail, but this feature makes it easier.

### ***Collaborative Browsing***

Conference supports a function called Collaborative browsing, which ties together the group to a "lead system" for web browsing. This would allow one person to work with the group and display areas accessible to the browser to the whole group.

### ***Whiteboard***

The whiteboard works pretty much in the same way as NetMeeting with the exception that you do not have multiple boards to work on. However, many copies of the whiteboard can be saved into separate files.

This product is available at <http://www.netscape.com>

### ***CU-SeeMe—Version 3.1.1***

This product is somewhat unique since there are two versions.

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# **ON TARGET**

## Officers' Corner



### Messages from your chapter board....

#### **Chapter President**

As you read this note, hope you members have already cast your ballot for your new chapter officers. This represents my last president's message of this term, and the moment is just a bit bittersweet.

Both Kris and I plan to continue remaining active in the chapter; the excitement and enthusiasm of meeting with fellow project managers is addictive. Yet the time off from active leadership gives the opportunity to renew some relationships with old friends, make some new ones, and to focus on our own journeys in developing our project management skills.

What's set this time apart in my life has been you, the membership of this chapter. When we started two years ago, the goal of growing to 150 members from our active 100 or so folks seemed huge. Today the chapter stands at 235 members, and we add between 3 and 10 new folks most every month. This alone sets our Western Michigan Chapter apart, but I'd submit that it's your participation, commitment, and demand for professionalism in project management that is the engine behind this growth. Keep demanding good quality programs - and be willing to put in your time to work on the committee that debates, worries, and pulls off the OUTSTANDING programs that we're able to put on each month. Your continuing and growing attendance is our best gauge that "we've got it RIGHT!"

Developing your personal skills as a project manager doesn't stop with keeping abreast of developments at our monthly meetings. An unusually high percentage of our members have made the commitment to pursue personal excellence in project management by taking the journey towards PMP certification. Many of our PMPs tell us that the mere process of preparing for certification has made a difference in their careers, maturity, and thinking about project management. We're beginning to organize a spring certification training session right now. Is it time for YOU to make the commitment to yourself?

Always, coming to the end of things, it's the people we've met and relationships built that are most cherished. Rather than mention specific names and risk omitting anyone, I'd like to take this time to acknowledge our charter members, whose energy,

enthusiasm, and foresight established the firm foundation upon which we've continued to build this chapter. A string of officers and committee members come next to mind. They've nurtured and grown your chapter through some tough times. Although we occasionally may not have been on the same page at the outset, once a direction was established, EVERYONE could be counted upon to put their shoulder to the wheel.

Most importantly, our many members - some old, and some new - come to mind. It is your demand for excellence, support, and enthusiasm that have made the sometimes long hours seem worthwhile.

See you in the stands next meeting!

Dan Schulz, PMP Chapter President

#### **Programs Update**

Although we are in the middle of the program year, I am ending my term as your VP of Programs. I would like to say that I have immensely enjoyed contributing to the growth and quality of our chapter in the 3 years I have been involved with our chapter programs. As I move on to another board position, I want to thank all current and past program committee members for their contributions, and encourage others to continue to provide support for increasing the quality and appeal of our programs. Our monthly dinner programs provide the foundation for our members to get together and share ideas on project management issues. However, these programs do not materialize on their own. Please consider volunteering your time (if even for one monthly dinner program) to assist the new VP of Programs in continuing to bring quality monthly dinner programs to our chapter.

Mary Lonski, PMP VP Programs

#### **Certification and Education Update**

The recent Certification Review Session was very well received by the attendees. Our illustrious presenters did an excellent job of providing insights into various aspects of taking the certification exam and were given very high marks by the class participants. The facilities, provided by Progressive AE, were first class in every respect.

On behalf of the West Michigan PMI Chapter, I would like to thank our presenters: Dan Schulz, Bruce Lombard, Nancy Hopper, Mike Melinn, Dick Spigarelli. I'd like to extend a special thanks to Cindy Stilson of Progressive AE for arranging for the facility and serving as our host for the day. Thanks, also, to Kelly Talsma for coordinating the attendee's participation.

Considering that fact that our primary study package is done on a self-study basis, the review session is an opportunity for prospective exam takers to have some person to person interface prior to taking the exam.

The self-study packages have recently been upgraded to the

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new test format (i.e., based on the 5 Project Processes - Initiating, Planning, Controlling, Executing and Closing. As a result, the cost of the package has increased by \$55, to \$450 plus S&H, for members. The refresher session is an additional \$75 (\$60 when purchased as a part of the package).

If you had already purchased the PMIQ package and would like to update to the latest version, you could do so by paying the difference.

If you're interested in attending the session in the spring, please give me a call (616) 394-8420 or send me an e-mail [Richard.V.Spigarelli@JCI.com](mailto:Richard.V.Spigarelli@JCI.com) so I can fill you in on the details and get an indication of your interest level.

Dick Spigarelli, VP Certification and Education

### **Publicity Update**

Looking for input: Would you be interested in purchasing a sweater embroidered with the PMI logo? Please send any input to [cindy@progressiveae.com](mailto:cindy@progressiveae.com) or 361-2664, ext. 319. I am interested in your recommendations on style of sweater, price range, color options, etc.

Did you know? I send out public announcements of the dinner meetings to 22 different newspapers and magazines around western Michigan. They are usually printed in the business calendar section, space permitting. Contact me if your favorite publication does not list our meetings.

Cindy M. Stilson, MOES VP Publicity

### **Newsletter Update**

As we move into 1999, consider joining the newsletter committee. We need help finding advertisers. We could use articles sharing your unique project management experiences. We spend about 8 hours printing and finishing the newsletter every other month (except during the summer). We're always looking for new, creative uses for technology. If you are interested, please contact me at 616-954-1748.

A special thanks to those who were instrumental in producing **OnTarget** for 1998. Mary Lonski, Lisa Nelson, Rose Herrmann, Cindy Stilson, Kelly Talsma and a special friend, M.E. Barwacz all contributed time and talent to get **OnTarget**, published on time.

Mike Janisse, Director - Newsletter

### **Membership / SIG Update**

Our members are currently interested in forming Specific Interest Groups in the following areas: Automotive, Information Services, Project Management Methodology and Technology. The Automotive and Creativity SIG's would like a special call for members who might be interested in these two specific areas. According to PMM&T Chairperson, Pat Anthony, the Project

<b>PMI Western Michigan Financial Report</b>	<b>1998 Budget</b>	<b>Year to Date Nov 16, 1998</b>
<b><u>INCOME</u></b>		
Dinner Meetings	\$8,785	\$10,460
Chapter Membership Dues	\$3,400	\$4,634
PMP Cert. Workshops	\$14,600	\$12,466
Newsletter Advertising	\$300	\$100
Other Income	\$17,500	\$17,671
⇒ <b>Total Income</b>	<b>\$44,585</b>	<b>\$45,331</b>
<b><u>EXPENSES</u></b>		
Dinner Meetings	\$7,630	\$8,303
PMP Cert. Workshops	\$12,700	\$14,847
Newsletter charges <u>ON TARGET</u>	\$400	\$396
Chapter Admin & Development	\$2,460	\$3,023
Special Projects	\$13,940	\$13,936
Chapter reserves & misc.	\$500	\$0
Advertising	\$1,900	\$0
⇒ <b>Total Expenses</b>	<b>\$39,630</b>	<b>\$40,505</b>
⇒ Excess (deficit)	<b>\$4,955</b>	<b>\$4,823</b>
<b><u>CURRENT ASSETS</u></b>		
Total Assets @ Period End		<b>\$18,634</b>

Management M&T SIG will be meeting at 5:15pm on January 11th prior to the dinner meeting. If you are interested in starting or joining a SIG please send me your name an interest area in an e-mail to [lnelson10@aol.com](mailto:lnelson10@aol.com).

I'd like to ask the Chairs of the existing SIG's to send any news items you would like in the **OnTarget** newsletter to [Mike.Janisse@usa.xerox.com](mailto:Mike.Janisse@usa.xerox.com). It would be a good idea to assign a member of your SIG the responsibility for sending news updates for each publication. This is an excellent way to keep your members up to date, and to attract new members.

Don't forget to visit the PMI national website for additional news related to your Specific Interest Group.

Lisa Nelson, VP Membership

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The product was originally developed and released by Cornell University, which still provides a freeware version of the product. It was picked up and improved upon by White Pine Software in Nashua, New Hampshire, and it provides a commercial release of the product and several add-ons and upgrades. It is the latter that we will be describing here. The freeware package is quick and easy to use for home, but the commercial version has the power to provide a functional tool for videoconferencing. In terms of the conference end of this product, the conference and chat areas are very easy to use and highly functional. There is no application sharing, but there is a functional whiteboard. (The whiteboard function appears to only work well under Windows 95 and was not working properly on the Windows NT workstation that we were testing on.) CU-SeeMe uses a server called a Reflector to find people online. There are a number of these worldwide, so access does not seem to be a problem.

This product is available at <http://www.wpine.com>

**PowWow—Version 3.5**

PowWow is one of the oldest of the conferencing products. It has been around since 1994, and although not as strong as some of the competing products, does provide voice, chat, and whiteboard services. It was developed by John McAfee of virus-scanning program fame. It allows up to nine people to work together through the site at <http://www.tribal.com>. There are about two million registrants on the site, and it is very easy to use.

This product is available at <http://www.tribal.com>

**ICQ—Version .98-1.11**

ICQ from Mirabilis is not per se a conferencing program but works well with conferencing programs to provide a somewhat unique interface. It is a paging/e-mail/mail-box/ locating/ launching program. It is available for a wide variety of platforms including Windows (all versions), PowerMac, Java, 68K Mac, Windows CE, and is coming for Palm Pilot and Unix/X-Windows. It has a variety of security and exposure controls for the user, but its base premise is that it provides a readily accessible presence on the Internet for someone to find and contact you.

Its main feature in the context of this paper is that it will allow

you to find another person without having to know his IP address and to conduct a meeting outside of the central server format. ICQ supports standards that will allow you to launch Microsoft NetMeeting, Netscape Conference, Internet phone calls, and other services.

It runs through the servers at Mirabilis and the user is given a unique identifying number called a UIN (Universal Internet Number). This number allows anyone within the ICQ system to contact her. At present, this is somewhere around eleven million subscribers.

This product is available at <http://www3.icq.com>

**Other Products**

Another tool that augments NetMeeting is Netopia from <http://www.netopia.com>. This virtual office package allows for anyone with a browser to call at your virtual office. He can check the “out” basket to see if there is anything for him. He can leave messages and information in the “in” basket. He can get a variety of information about the office owner that has been left by the owner for display.

For mixed Macintosh and Windows environments where conferencing is only part of the needs, Timbuktu Pro Enterprise, also available at <http://www.netopia.com>, provides some conferencing and application-sharing capability, along with remote access.

**Conclusion**

In conclusion, this area of the Internet is changing and getting better on a daily basis. The products that are available today are more than sufficient to fulfill many remote team management requirements. Their usefulness and payback will readily support a reasonable ROI. The use of the virtual conferencing will enhance your capabilities to communicate and build esprit de corps. Getting started in this area is neither expensive nor time consuming, especially to try the basics, i.e., voice, chat, whiteboard, and application sharing. Video is a little more cumbersome but still within the reach of most. Of the products that I have reviewed, I would have to recommend Microsoft NetMeeting and ICQ for an all-Windows environment and Netscape and ICQ for a mixed environment. Try any or all of them to see what fits your requirements and your budget. Get started using what I think is one of the more exciting aspects of the Internet.

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Proceedings of the 29th Annual Project Management Institute 1998 Seminars & Symposium Long Beach, California, USA:  
Papers Presented October 9 to 15, 1998

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**Data Communications Definitions for Lighthouse article - Cindy Stilson**

**ISP** (Internet Service Provider) – A company you pay a fee to provide you with an Internet connection. Fees are approximately \$20 per month. Some providers are America On Line (AOL), Iserv, Prodigy, Microsoft Network, etc.

**Modem** (Modulate-Demodulate) – A device that allows a digital based personal computer to send information across an analog based telephone system. The electronic signals from the computer are converted into analog signals when sending information and the analog signals are converted to electronic

signals when receiving. Typical modem speeds are 28.8kps (kilo bits per second), 33.6kps, or 56kps.

**ISDN** (Integrated Services Data Network) – A type of phone line connection available in many areas from the local phone company. Speeds can be up to 128K. This connection allows you to have both a voice and data connection on the same line. Fees are approximately \$35-50 per month plus setup costs,

(Continued on page 9)

*(Continued from page 8)*

computer equipment costs and Internet service fees.

**ADSL** (Asymmetric Digital Subscriber Line) – A new type of high-speed Internet digital connection which is designed to increase Internet connection speeds up to 50 times faster than regular modems. A monthly price ranging from \$30 to \$250, excludes installation, Internet service charges, and modem lease fees. Ameritech projects an average user cost of \$60 per month excluding installation and equipment fees. Not widely available yet.

**T1** – Most commonly used digital line in the United States,

*(Continued from page 1)*

Day 30: I showed the Acme 2000's exquisitely crafted toasting mechanism to Ms. Primrose, the new engineering auditor. The single spring and four interlocking lever arms are things of beauty to me. Day 36: The design is complete. We're starting a prototype run of 500 toasters tomorrow. I'm starting to wrap up the engineering effort. My new assistant did a wonderful job.

Day 38: Suddenly, a major snag happened. Bob called me into his office. He seemed very uneasy as he informed me that those on high feel that the Acme 2000 is obsolete - something about using springs in the silicon age. I reminded Bob that the consultants had looked at using a microprocessor but figured that an electronic design would exceed our cost target by almost 50% with no real benefit in terms of toast quality. "With a computer, our customers can load the bread the night before, program a finish time, and get a perfect slice of toast when they awaken," Bob intoned, as if reading from a script.

Day 48: Bill CompGuy, the new microprocessor whiz, scrapped my idea of using a dedicated 4-bit CPU. "We need some horsepower if we're gonna program this puppy in C," he said, while I stared fascinated at the old crumbs stuck in his wild beard. "Time-to-market, you know. Delivery is due in three months. We'll just pop this cool new 8-bitter I found into it, whip up some code, and ship to the end user."

Day 120: The good news is that I'm getting to stretch my mechanical-design abilities. Bill convinced management that the old spring-loaded, press-down lever control is obsolete. I've designed a "motorized insertion port," stealing ideas from a CD-ROM drive. Three cross-coupled, safety-interlock micro switches ensure that the heaters won't come on unless users properly insert the toast. We're seeing some reliability problems due to the temperature extremes, but I'm sure we can work those out.

Day 132: New schedule: We now expect delivery in three months. We've replaced the 8-bitter with a Harvard-architecture, 16-bit, 3-MIPS CPU.

Day 172: New schedule: We now expect delivery in three months.

Day 194: The auditors convinced management we really need a

Canada and Japan. Most Internet providers connect to the backbone of the Internet through a T1. Fees are approximately \$2,000 - \$3,000 per month per line. Each line may have approximately 20-30 connections. May connect up to 1.54mbps (mega bits per second).

**PBX** (Private Branch Exchange) - A telephone system within an enterprise that switches calls between enterprise users on local lines while allowing all users to share a certain number of external phone lines. The main purpose of a PBX is to save the cost of requiring a line for each user to the telephone company's central office.

graphical user interface with a full-screen LCD. "You're gonna need some horsepower to drive that," Bill warned us. "I recommend a 386 with a half-meg of RAM." He went back to design Revision J of the PC board.

Day 268: New schedule: We now expect delivery in three months. We've cured most of the electronics' temperature problems with a pair of fans, though management is complaining about the noise. Bob sits in his office all day, door locked, drinking Jack Daniels. Like clockwork, his wife calls every night around midnight, sobbing. I'm worried about him and mentioned my concern to Chuck. "Wife?" he asked. "Wife? Yeah, I think I've got one of those, and two or three kids, too. Now, let's just stick another meg of RAM in here, OK?"

Day 290: We gave up on the custom GUI and are now installing Windows CE. The auditors applauded Bill's plan to upgrade to a Pentium with 32 Mbytes of RAM. There's still no functioning code, but the toaster is genuinely impressive. Four circuit boards, bundles of cables, and a gigabit of hard-disk space. "This sucker has more computer power than the entire world did 20 years ago," Bill boasted proudly.

Day 384: Toast quality is sub-par. The addition of two more cooling fans keeps the electronics to a reasonable temperature but removes too much heat from the toast. I'm struggling with baffles to vector the air, but the thrust of all these fans spins the toaster around.

Day 410: New schedule: We now expect delivery in three months. We switched From C++ to Java. "That'll get them pesky memory-allocation bugs, for sure," Bill told his team of 15 programmers. This approach seems like a good idea to me, because Java is platform-independent, and there are rumors circulating that we're porting to a SPARC station.

Day 530: New schedule: We now expect delivery in three months. I mastered the temperature problems by removing all of the fans and the heating elements. The Pentium is now thermally bonded to the toast. We found a thermal grease that isn't too poisonous. Our marketing people feel that the slight degradation in taste from the grease will be more than compensated for by the "toasting experience that can only come from a CISC-based, 32-bit multitasking machine running the latest multi-platform software."

Day 610: The product ships. It weighs 72 lb and costs \$325.

Bill is promoted to CEO.

**ON TARGET**

**PMI - Western Michigan Chapter Winter 1998-1999 Programs**

by Mary Lonski, PMP, VP - Programs

**January 11, 1999** “Management for Results during Project Change” John Bennett, Lawton Associates (East Lansing)

Projects undergo constant change. John will present a program addressing how to get continued results even during the changes that occur during a project.

**February 8, 1999** “Project Management in the Automotive Industry” Craig Keifer & Bruce Lombard

In the auto industry, projects are typically defined as new product launches. The process to launch a new product must follow the “Auto Industry Action Group’s” (AIAG) Advanced

Product Quality Planning and Control Plan (APQP) or a procedure tracking to APQP. Over time these procedures have become synonymous with project management. In 1993, the AIAG sponsored a team to clear up the confusion between APQP and project management. The result was the publication of the “Automotive Project Management Guide”, incorporating APQP and PMBOK. Two Western Michigan Chapter members were part of that team and will discuss the development of the Automotive Project Management Guide.

**Bonus Program** - PMP Certification information

IWANNA B. APMP

This month, let us take a look at Procurement Management. The primary activities that make up Procurement Management are Procurement Planning, Solicitation Planning, Solicitation, Source Selection, Contract Administration and Contract Close-out. Try testing your knowledge of the following PMBOK concepts within the Procurement Management processes:

1. Which is a formal invitation that requests a formal response describing the method of work and related compensation?

- a) Request for Bids (RFB)
- b) Letter of Intent (LOI)
- c) Request for Quotation (RFQ)
- d) Request for Proposal (RFP)
- e) Invitation for Bid (RFB)

2. What type of contract arrangement is the contractor at greatest risk of absorbing all cost overruns?

- a) Time and Materials
- b) Firm Fixed Price
- c) Fixed Price Incentive Firm Target
- d) Cost Plus Percentage of Cost
- e) Firm Fixed Price with Economic Price Adjustment

3. To grant formal or legal permission is to:

- a) Expend
- b) Appropriate
- c) Commit
- d) Authorize
- e) Allocate

4. A Statement of Work (SOW) is:

- a) A definition of the contracted work used only for government contracts
- b) A narrative description of the work to be accomplished and/or the resource skill sets required
- c) A non-binding document used to determine the responsibilities of the contractor
- d) All of the above
- e) None of the above

5. The make or buy decision is usually made at which stage of the contracting cycle?

- a) Award

- b) Solicitation
- c) Requirement
- d) Requisition
- e) Contractual

6. Which of the following is not a step in the requirements cycle?

- a) The make or buy decision
- b) Selection of the vendor(s)
- c) Authorization/approval of the requirements
- d) Development of the SOW/specifications
- e) All are steps in the requirements cycle

7. To designate funds for a specific objective or purpose is to:

- a) Expend
- b) Appropriate
- c) Authorize
- d) Allocate
- e) Commit

8. Which type of contract arrangement is the contractor least interested in controlling costs?

- a) Firm Fixed Price
- b) Cost Plus Percentage of Cost
- c) Fixed Price Incentive Firm Target
- d) Purchase Order
- e) Time and Materials

9. A written preliminary contractual instrument that authorizes the contractor to begin work immediately, is known as:

- a) Purchase order
- b) Definitive contract
- c) Letter contract/Letter of Intent (LOI)
- d) pricing arrangement

10. Which of the following is not a viable acquisition method?

- a) Request for Proposal (RFP)
- b) Invitation for sealed bids
- c) Negotiating a price through bargaining
- d) Purchase order
- e) All are viable acquisition methods

## Program Events Calendar

As of January 1, 1999

<u>MEETING DATE</u>	<u>PROGRAM</u>	<u>PROGRAM SPEAKER</u>
JANUARY 11, 1999	Management for Results during Project Change	John Bennett, Lawton Associates
FEBRUARY 8, 1999	Project Management in the Automotive Industry Bonus Program - PMP Certification	Craig Keifer & Bruce Lombard
MARCH 8, 1999	Score R Us (team performance measurements)	Tim Batdorff, Trendway
APRIL 12, 1999	Enterprise Project Management Bonus Program – Project Management Concepts	Don Monteleone, Critical Business Analysis, Inc.
May 10, 1999	Project Support Office	Dennis Bolles, The PCI Group

## New Look for *OnTarget*

Mike Janisse, Newsletter Director

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<http://www.pmi.org/chapters/wmich/index.htm>

**January 1, 1999**      **Volume 7 Issue 3**

**The Age of the "New and Improved"**  
Toaster Product Development Project History, Author Unknown  
Submitted by Conni Schaftenaar

Day 1: My boss, an engineer from the pre-CAD days, has successfully brought a generation of products from Acme Toaster Corp's engineering labs to market. Bob is a wonder of mechanical ingenuity. All of us in the design department have the utmost respect for him, so I was honored when he appointed me the lead designer on the new Acme 2000 Toaster.

Day 6: We met with the president, head of sales, and the marketing vice president today to hammer out the project's requirements and specifications. Here at Acme, our market share is eroding to low-cost imports. We agreed to meet a cost of goods of \$9.50 (100,000). I've identified the critical issue in the new design: a replacement for the timing spring we've used since the original 1922 model. Research with the focus groups shows that consumers set high expectations for their breakfast foods. Cafe latte from Starbucks goes best with a precise level of toast browning. The Acme 2000 will give our customers the breakfast experience they desire. I estimated a design budget of \$21,590 for this project and final delivery in seven weeks. I'll need one assistant designer to help with the drawing packages. This is my first chance to supervise!

Day 23: We've found the ideal spring material. Best of all, it's a well-proven technology. Our projected cost of goods is almost \$1.50 lower than our goal. Our rough prototype, which was completed just 12 days after we started, has been servicing the employee cafeteria for a week without a single hiccup. Toast quality exceeds projections.

Day 24: A major aerospace company that had run out of defense contractors to acquire has just snapped up that block of Acme stock sold to the Mackenzie family in the '50s. At a company wide meeting, corporate assured us that this sale was only an investment and that nothing will change.

Day 30: I showed the Acme 2000's exquisitely crafted toast-timing mechanism to Ms. Primrose, the new engineering auditor. The single spring and four interlocking lever arms are things of beauty to me.

Day 36: The design is complete. We're starting a prototype run of 500 toasters tomorrow. I'm starting to wrap up the engineering effort. My new assistant did a wonderful job.

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Watch for the new look ..... Page 11

Beginning with the next issue of *OnTarget*, the March 1999 issue, we will have a new PMI logo, a new *OnTarget* logo and a new newsletter look.

In the fall of 1998, PMI National introduced the new Black, Blue and white logo during its mailings for the National Convention held in Long Beach, CA.

Conni Schaftenaar and Phil Cok of Marketing Management Services quickly went to work to create a variation of the PMI logo that would establish our identity. In an effort to reflect the ever growing, ever expanding Western Michigan Chapter of PMI, they created the new *OnTarget* logo.

At our December meeting, the Chapter Board approved the new look for all correspondence and publications beginning in January. The logos were immediately sent to PMI National for final approval. As of this publication, we're still waiting for acceptance.

I've been anxious to move the newsletter to more functional publishing software. I've adopted Quark Express for future issues. This software will provide better utilities for importing text and graphics and better color management when printing.

If you have any suggestions for improvement, please don't hesitate to contact me.

In the past three years, *OnTarget* has been printed on a Xerox DocuTech and Xerox DocuColor 40. A special thanks to



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Your chapter is only as good as your involvement in its activities. Choose your level of participation. Share your experiences! Improve the quality of your chapter activities.

Become a board member; Join the Program Committee; Assist with speaker selection, Submit newsletter articles; Help with newsletter assembly; Recruit new members. Volunteer for program presentations.

Participate in Certification Review sessions.

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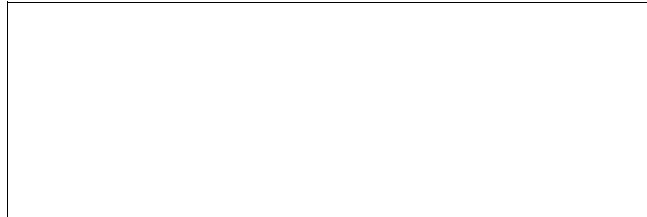
***ON TARGET*** will be published every other month for the members and friends of the Western Michigan Chapter of the Project Management Institute (PMI). PMI is a non-profit professional organization dedicated to advancing the state-of-the-art in project management.

Other PMI publications may reprint any articles published here provided that appropriate credit is given. Articles stating that special permission is required are exceptions.

Articles or other contributions may be sent to the above addresses. 3½" diskettes or ZIP disks in ASCII, RTF, Microsoft Word®, Microsoft Publisher®, WordPerfect®, Adobe PageMaker®, Quark Express® or Adobe Acrobat® are preferred. Hard copy is also acceptable.

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# **ON TARGET**

**N E W S L E T T E R**



**Join us at Duba's on January 11th**

**Management for Results During Project Change**  
**John Bennett, Lawton Associates**  
**6:00pm networking, 6:30pm dinner**

**Methodology & Technology SIG meeting at 5:15pm**