

Warranties: Planning, Analysis, And Implementation

By James R. Brennan

McGraw-Hill Inc., New York, 1994

Reviewed by Roy A. Pellegrino, Command Warranty Program Manager at the U.S. Army Communications-Electronics Command, Fort Monmouth, NJ.

The author's intent in writing *Warranties: Planning, Analysis, and Implementation* is to clarify the meaning of warranties and provide guidance as to the planning, analyses, and application of effective warranties in consumer, commercial, and military business sectors. The majority of discussion, however, deals with the military sector.

In Brennan's opinion, it has become obvious, especially in the military sector, that warranties have been poorly conceived and less than diligently implemented. With this book, Brennan aims to provide practical insight to suppliers and customers that will result in benefits to each—a win-win situation regarding warranties.

Chapters 1 and 2 describe essential warranty principles including realities of warranties, types of warranties, risk issues, and reliability considerations. In addition, the author stresses the importance of product reliability in the warranty process.

Chapter 3 discusses warranty legislation in all three sectors, including the now repealed Title 10, U.S.C. Sec. 2403, *Major Weapon System Contractor Guarantees*.

Chapters 4 and 5 explain the concept and application of fixed-price repair warranties and performance guarantees, respectively. The author stresses the importance of how warranties are structured so that the better the reliability, the better the supplier's profits and the higher the customer's product satisfaction level.

Chapters 6 and 7 describe the trade-offs required before preparation of the warranty requirement and the methodology of warranty costing, respectively. The author discusses key trade-off issues, the trade-off process, and trade-off examples. Additionally, he stresses the need for Monte Carlo simulation techniques for warranty costing.

Chapter 8 develops the warranty-negotiating process between supplier and customer. The author stresses the importance of detailed supplier and customer preparation, good-faith cooperation, and patience to enhance the likelihood of a win-win outcome.

Chapter 9 develops a cost-effectiveness analysis methodology. Because not all warranties are cost-effective, it is the customer's responsibility to make estimates throughout the development program relative to the likely cost-effectiveness of the warranty on product fielding.

Chapter 10 discusses the implementation and administration of the negotiated warranty. The author places heavy emphasis on thorough databases for product tracking, adequate staffing for efficient warranty administration, supplier or customer review boards, and good will as important ingredients for success.

Chapter 11 addresses the development process for warranties including the importance of thorough planning, activities required during each program phase, warranty alternatives selection factors and processes, contractor development activities, and the importance of the warranty team.

Chapter 12 examines the future of warranties. Brennan projects what it will take relative to quality and reliability levels for suppliers to survive in the 21st century, and the associated impact on warranty duration and coverage.

Brennan provides a book that clears up misconceptions related to development and administration of both commercial and government warranties. As the government adopted warranties in an attempt to resolve existing quality and logistical problems, misconceptions arose that affected the development and implementation of warranties. Each chapter provides sufficient detailed information for individuals with limited warranty knowledge to develop and negotiate cost-effective warranties.

The only drawback to this book is that it still references Title 10, U.S.C. Sec. 2403, which was repealed in November 1997. The new government warranty requirement appears in the Federal Acquisition Regulation (FAR), Subpart 46.7, *Warranties*.

Brennan provides an excellent presentation of all facets of the warranty process. With the information provided in this book, individuals should gain an excellent understanding of warranty characteristics. I highly recommend this publication to anyone wishing to explore the world of warranties.

100 Profiles of Sergeants Major of Color: Black Americans Who Paved the Way for Others to Follow

By Command Sergeant Major (CSM)

Harold Hunt (USA, Ret.)

Hunt Enterprises, Hanover, MD, 2000

Reviewed by Joe Sites, Vice-President/Director of Defense Systems, BRTRC Inc., Fairfax, VA.

The author, CSM Harold Hunt, had a distinguished career in the Army. He served his final Active duty assignment as CSM of the U.S. Army Laboratory Command. Hunt also served previously in prestigious assignments that included CSM of the U.S. Corps of Cadets at the U.S. Military Academy; CSM of the 3rd U.S. Infantry Regiment, "The Old Guard"; and in the 1st Battalion, 23rd Infantry "Tomahawks" Regiment.

Hunt dedicated the book to CSM Louis C. Perry and all sergeants major who over the years have made a difference—regardless of their race, creed, or color. In the dedication, Hunt states that his purpose in writing the book is to bring recognition to many individuals whose satisfaction

came from knowing that they were doing their duty to the best of their ability. In view of Hunt's truly outstanding service, his recognition of others who preceded him and his appreciation for what they did is especially meaningful.

Although the book only allocates slightly more than one page per each of the 100 chosen representatives, each biography is concise and informative and tells the story of individuals who made great contributions, not only to the Army but also to the Air Force, Navy, Marine Corps, and National Guard. More important, they made great contributions to our Nation. Included in this list of male and female heroes are CSMs who served in the Civil War, the Spanish American War, World War I, World War II, the Korean conflict, Viet Nam, and Desert Storm.

It is difficult to select specific examples from such a distinguished list; therefore, to illustrate the wide variety of experiences, the following examples are provided. The first individual in the book, Joseph R. Allen, is a veteran of Desert Storm.

A number of CSMs who served during the Civil War are also included in the book. For example, as the result of the battle of Chapin's Farm near Richmond, VA, on Sept. 29, 1864, 13 black soldiers received high decorations. The following winners of the Medal of Honor are also highlighted: Alfred B. Hilton, Christian A. Fleetwood, and Thomas R. Hawkins. Further, on July 12, 1863, at the battle of Fort Wagner, SC, 1,500 black soldiers of the 54th and 55th Massachusetts Colored Regiments sacrificed their lives. Among the survivors, William H. Carey won the Medal of Honor.

The CSMs in this book not only won military battles, they also excelled in the fields of education, training, sports, and moral leadership. For instance, CSM Edward Crook Jr. won an Olympic gold medal for boxing.

CSM Gary K. Simons is quoted as saying, "God has helped me get through a lot of difficult times in my life, and my family has been very supportive. And this country is the greatest on earth. I feel so proud when I put on this uniform." In reading this book, one is left with the feeling that Simons' words could be those of each of the CSMs whose short histories are provided. In turn, we can all be proud of these great Americans to whom we owe so much. We should also be appreciative for the author's work in bringing their stories to our attention.

Reviewer's Note: Although not included in the book, CSM Oscar Jackson, who was my colleague and friend in the 101st Airborne Division in Viet Nam, should also be recognized. Jackson obtained an advanced degree after retiring from the Army and became a Minister of Music in Killeen, TX.

A Guide to the Project Management Body of Knowledge (PMBOK® Guide)—2000 Edition

Project Management Institute, 2000

Reviewed by LTC Kenneth H. Rose (USA, Ret.), a Project Management Instructor for ESI International, residing in Hampton, VA, and a former member of the Army Acquisition Corps.

Project management is an evolving craft. No stone tablets exist that prescribe procedures to be used now and for all time. Recognizing this, the Project Management Institute has issued *A Guide to the Project Management Body of Knowledge (PMBOK® Guide)—2000 Edition*, an updated version of its comprehensive collection of generally accepted tools, techniques, and practices.

This new edition is neither a totally new view of the project management world nor a bits-and-pieces revision of an existing text. It is a thoughtful next step taken under the guidance of experience and collective judgment of a broad range of practitioners. A brief preface describes what is new, giving readers an overview of value added and a roadmap in finding new information.

The book retains its original general format. However, readers may notice small, subtle changes in graphics, fonts, and layout that allow improved clarity of presentation. It is available in softcover, hardcover, and CD-ROM, meeting the needs and interests of all potential users.

Risk management is the area of most significant expansion. This area was a bit thin in the 1996 edition, but not anymore. Chapter 11, Project Risk Management, was rewritten to include six newly defined processes—risk management planning, risk identification, qualitative risk analysis, quantitative risk analysis, risk response planning, and risk monitoring and control. The new approach brings risk management into its rightful place as a critical element of project success and provides readers with a practical methodology, not just general theory or good advice.

Another significant contribution of this edition is a matrix that maps the relationships among the 9 project management knowledge areas, the 5 process groups, and the 39 project management processes. Most readers would do this anyway. The published matrix provides a direct, readily available resource for "the big picture" of project management.

Earned value management is recast using the newer, simpler terms of planned value, earned value, and actual costs versus the previous acronym soup of BCWS (budgeted cost of work scheduled), BCWP (budgeted cost of work performed), and ACWP (actual cost of work performed). Earned value concepts are integrated into several knowledge areas, showing the connection of this powerful control tool across the life of the project.

Several knowledge areas include new tools, showing that the *PMBOK® Guide* itself is an example of progressive elaboration. This latest edition adds detail to areas that previously had been only generally described. Readers will find much more utility in this text that describes not only what to do but also how to do it well.

Other improvements include more emphasis on customer focus, stronger linkage to organization strategy, and greater acknowledgement of the role of project offices. Sharp-eyed readers will also notice standardization of terms and correction of previous errors throughout the text.

As an approved American national standard (ANSI/PMI 99-001-2000), the *PMBOK® Guide—2000 Edition* is a must-have resource for anyone involved in project management. It provides enhanced knowledge for practitioners and will be a foundation for project management professional certification testing beginning in 2002. Obtain a copy now, learn

from it, and provide comments to PMI so that the next edition will be better still.

This book is available from the Project Management Institute bookstore at www.pmibookstore.org or may be downloaded free at www.pmi.org.

The Brand You50: Fifty Ways to Transform Yourself from an "Employee" into a Brand that Shouts Distinction, Commitment, and Passion!

By Tom Peters

Alfred A. Knopf Inc., New York, 1999

Reviewed by LTC John Lesko (U.S. Army Reserve), a Decision Coach and Group Facilitator for Anteon Corp. Lesko is a member of the Army Acquisition Corps and a frequent contributor to Army AL&T. He can be contacted at John.Lesko@saftas.com.

Tom Peters dedicates *The Brand You50* to MJ, Oprah, and Martha. So the reader must ask, what can a member of the Defense acquisition workforce learn from Michael Jordan, Oprah Winfrey, and Martha Stewart? On first examination, it would seem that these celebrities have absolutely nothing to do with research and development or the procurement of emerging national Defense capabilities. However, after reading *The Brand You50*, this reviewer now thinks otherwise.

The Brand You50 serves as the third leg of the three-legged stool in Tom Peters' *50Lists Series* of management guidebooks. These books aim to revolutionize today's white-collar, knowledge-based workforce. In this reviewer's opinion, such a goal truly qualifies as a WOW project. Tom Peters delivers with a book design that makes for a quick and easy read. The author's word choice and conversational style are consistent with the other books in this series. Common design elements of the series are listed below.

- Each chapter is 4-6 pages long and focuses on either a thought-provoking story or an insightful observation.
- Each chapter begins with a fairly clear thesis statement, which Peters labels "The Nub," and ends with suggested "Things To Do (TTDs)."
- Each chapter holds your attention as the author cites key statistics, outlines relevant business trends, or refers you to additional readings.

According to Peters, "*Brand YOUs* take charge of their own lives...They are not water-walkers...They know that *Big Co.* ain't going to take care of them from cradle (age 21) to grave (age 65). They know that they are skills dependent, distinction dependent, network/Rolodex dependent, project (WOW project) dependent, and growth dependent." Defense acquisition workers could benefit by adopting these traits.

So why would Tom Peters dedicate his book to MJ, Oprah, and Martha? Peters claims "Real Brand YOUs don't need full names." People recognize their achievements as being bigger than life, audacious, and unique. All of these celebrities are at the top of their respective games, and they have achieved a level of distinction that sets them apart from their contemporaries. They are peerless, committed to excellence, and their passion serves as an example for all others.

On that note, perhaps it is time for each acquisition workforce member to re-examine his or her distinction, commitment, and passion. Further, as acquisition professionals, we should look beyond the cynicism frequently heard when discussions turn to the Army's new black beret or to the latest recruiting slogan. Being *An Army of One* or *An Acquisition Corps of One* might just be a good thing if it instills distinction, commitment, and passion.

ACQUISITION EXCELLENCE

Acquisition And Logistics: From Reform To Excellence

The Acquisition Reform Office has been renamed the Acquisition Excellence Office, reflecting the changing role of acquisition and logistics in the Army's transformation. Led by Secretary of the Army Thomas E. White and Army Chief of Staff GEN Eric K. Shinseki, the Army is committed to fundamental change to ensure the Nation's security interests are preserved in the face of the dramatically changing requirements of the 21st century.

The acquisition and logistics reform legislation and initiatives of the last decade have changed Army business processes and partnerships with industry in significant and positive ways. Taking these reform measures to the next level of excellence is vital to achieving the new Army vision. By leveraging new technologies and applying a synthesis of sound business practices, innovation, and leadership expertise, the Army will continue to maximize force modernization, reduce total ownership costs, and significantly reduce cycle times.

Today's acquisition and logistics decisions will enable the Army to sustain and recapitalize the Legacy Force and field an Interim Force even as it transforms its present structure to achieve and sustain the Objective Force—a combat brigade deployable anywhere in the world in 96 hours, a division on the ground in 120 hours, and five divisions on the ground in theater in 30 days.

Commitment and hard work throughout the Army's acquisition, logistics, and technology communities will be required to meet these tough challenges and achieve the new Army vision. Given the progress that has been made to date, there is every reason to believe that the Army will achieve its fundamental goals and take acquisition and logistics from reform to excellence.

For additional information, contact Monti Jagers at (703) 681-7571 or monteze.jagers@saalt.army.mil.

Introduction: The introduction of your implementation plan explains the purpose, vision, and mission statement of your project or initiative. You should identify the high-level risk areas, include any assumptions, and describe how you will identify the value stream in your proposed work. Management Overview: In this section, you describe how implementation will be managed. Continually Monitor Incremental Success: Perform analysis and hold regular progress meetings to analyze your development. Closely monitoring your progress enables you to make adjustments before crisis hits and allows you to adapt before processes or expectations become solidified. Additionally, treating incremental milestones as successes helps foster a culture where employees feel valued for their contributions. Plan, Cost, Negotiate, and Execute Favorable Warranty Contracts. Whether you're the supplier offering a warranty or the customer receiving it, knowing its potential costs and benefits can prove crucial to your bottom line. Written by a well-known warranty authority, James R. Brennan's Warranties: Planning, Analysis, and Implementation demonstrates how to develop and negotiate credible, mutually-beneficial warranties to satisfy today's commercial and government customers alike. Establishing the criteria for a good warranty, it draws on real-world case examples to illustrate basic These activities, or phases, usually include planning, analysis, design, implementation, and maintenance/support. In other words, SDLC is a conceptual model that guides project management in information system development.[1]. According to author Harold Kerzner, Ph.D. there are sixteen points that will lead to project management maturity. Once the problem is determined, and one or more solutions have been selected, planning to implement the solution begins. Multiple scenarios may be enacted to determine the best course of action for implementing the system.