



PMI®
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**AREAS OF FOCUS
PRESENTATION DESCRIPTIONS**

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New Trends in Project Management

Research, new software, approaches, new ideas and innovation in project management. This area will include new ideas and innovations that have been in place for less than three years and are still being evaluated as to their benefit to the profession.

NTR01 : The Challenge of IT Fixed End Projects-New Risk Management Strategies

Speaker: [Chris D. Felstead, MPM, PMP](#)

The projects spawned by Y2K IT remediation requirements presented project managers with a particular scheduling problem -- that is an inability to move the end date if unforeseen risks were not properly managed. It has become apparent that such restrictions on projects are not unique and recently, project managers have been presented with more examples of "fixed-end projects" where there are fixed date regulatory requirements or commercial imperatives to meet a date where a later date attracts a commercial penalty. This presentation proposes that an enhanced method of risk management can be used to mitigate risks to the end date.

NTR02 : Role of Six Sigma Techniques in Project Management

Speaker: Vijayaraghavan Seshadri, PMP, CQA

Successful programme management hinges on the level of visibility, predictability, focus and forecasting ability of the processes and practices followed in the programme. The effectiveness of managing a programme boils down to disciplined processes and discipline around the processes. Irrespective of the complexity and size of the programmes, the essence of programme management is how well the issues and risks are identified as early as possible, the level of visibility to the actual programme status, the fidelity of product features vis a vi the customers real needs - both implicit and explicit - and the focus on the real issues that would make or break the programme.

The Six Sigma approaches are basically problem-solving tools and defect prevention techniques. The two variation Six Sigma techniques are DMAIC (Define, Measure, Control and Improve) and DFSS (Design for Six Sigma). The DMAIC is mostly used for process improvement purposes, and DFSS can be applied for product quality improvement for each product. The Six Sigma tools, in simple terms, prioritise the issues based on a chosen criteria, bring in sustained focus of all concerned, identify all the stakeholders and capture their needs. The DFSS tools, in particular, ensure that the stakeholders' needs influence the design of the product, and flows down these needs to all the life cycle activities.

NTR03 : The Stakeholder Chameleon - Ignore at Your Peril

Speaker: Lynda M Bourne, PMP

Effective stakeholder management is time consuming and difficult, but project success is directly aligned with meeting, or exceeding, stakeholder expectations.

The "Stakeholder Circle™" described in this presentation is a tool that helps identify, prioritise and visualise the relative importance of each stakeholder. It implements a straightforward methodology that allows any project team to make a meaningful assessment of its stakeholders and understand their relative power and influence.

The presentation will focus on two case studies undertaken within the same organisation at the same time. One was a construction/refurbishment project, the other an ICT infrastructure project.

The results showed significant differences in the influence, needs and optimum communication models for the respective stakeholder groups. As a result of the analysis, the two project managers recognised that they needed to adopt significantly different strategies to achieve effective stakeholder engagement, leading to stakeholder satisfaction and a successful project outcome.

NTR04 : Critical Planning Processes for Project Success

Speaker: Ofer Zwikael, PhD, PMP

The project manager is responsible for completing the project to the satisfaction of all relevant stakeholders. Therefore, he or she should not only make sure that actions are executed according to plan, but more importantly, that this plan is reliable and properly represents stakeholders' requirements.

However, the project manager is not always aware of the more critical planning processes, out of the 21 processes described in the PMBOK® Guide. Hence, project managers do not always invest their effort in the right processes. The impact of planning processes on project success and the frequency, with which they are performed in organisations, will be presented. It identifies the critical planning processes that project success is most vulnerable to. It was found that the most critical planning processes, which have the greatest impact on project success, are the "definition of activities to be performed in the project," "schedule development," "organisational planning," "staff acquisition," "communications planning" and "developing a project plan." Results are based on a field study, which involved above 350 project managers. Results will be compared between Israel and Japan.

NTR05 : Leadership in Agile Projects - What Makes for Success?

Speaker: Jane M. Farley, MSc

Much has been written about Agile Software Development and development methods. In the last three to four years, discussion has been extended to Agile Project Management (APM), but this has concentrated on the project management methods for software development or product development projects.

Based on the tenets of the Manifesto for Agile Software Development and its supporting principles, the author discusses those key elements that are required to establish a favorable environment under which agile leadership can be applied. Agile leadership by definition must be able to adapt and deal with the situation at hand; therefore, any leader involved in the project (project manager, executive, and sponsor or team leader) must be able to apply an appropriate leadership style for that situation. In agile projects there is less concentration on processes, tasks and controls, and more on enablement and what is being delivered, which requires a change in focus by the project leadership team.

NTR06 : A Systemic Approach to Effective Project Cost Management

Speaker: Eric Goh, PhD

The paper discusses the findings of an action research study in developing a systemic approach to project cost modeling for project managers. Through the study, an inquiry process was developed that utilises nine criteria as the guiding principles for capturing the relevant items needed for project cost modeling. The nine criteria were derived from the process of reflection and the use of grounded theory techniques. Using the nine criteria, a cost modeling software application was developed and tested in a Diagnostics Expert System development project for an engineering company in Singapore.

NTR07 : EPM Without Tears

Speaker: Michael Mobley, MS, MBA

The purpose of this presentation is to highlight the importance of managing Enterprise Project Management (EPM) from a human perspective, using a proven transition management methodology, to minimise the cost of change and the pain of change. This total solution approach entails 6 A's - Awareness, Alignment, Action, Adoption, Assurance and Anticipation - of risks.

The 6 Different Phases: Awareness Phase, Alignment Phase, Action Phase, Adoption Phase, Assurance Phase, Anticipation Phase

Successful companies have implemented EPM system without tears. These are the winners in managing the associated cost and pain of change. The crux is on managing the 6 different phases.

Project Management Maturity

The use of various project management maturity models has grown over the years. With programs such as OPM3® and CMMI, organisations can get a new perspective on how project management works. Topics in this area could include discussion of any of the project management maturity processes in use today.

PMM01 : Implementing OPM3 - The Challenges

Speakers: Raju Rao, Angyan Jagathnarayanan

Introduced in December 2003 by PMI, OPM3 or Organisational Project Management Maturity Model is being evaluated and studied by various organisations to improve project management maturity in organisations.

Since OPM3 has been recently introduced, this presentation will consist of two parts with the first part devoted to an overview of the model. The second part will explore the challenges that the model could face in its implementation.

Part 1: An Overview of The OPM3 Knowledge Foundation consisting of:

- Introducing Organisational Project Management

- Elements of the Model

- Best Practices and Capabilities

- OPM3 Cycle

- What OPM3 is and is/not

Part 2: Feedback and Lessons Learned From Participants in Workshops Conducted in India.

PMM02 : Case Study of Improving the Performance of Business Change Teams Using an Intelligent Project Office

Speaker: Shay Shargal, MBA

In today's international market place, organisations are recognising that they need to execute business change in a more succinct manner. The budgets and the timescales afforded in the past are no longer available.

Organisations are seeking a more reliable route to successful change. This is witnessed by the current interest in nearly any management theory that will enhance performance.

This paper seeks to identify what are the latest developments in project management that give modern executives the leverage they are seeking. My hypothesis is that very little has or can change with the direct management of the project-based activities. The structures and mechanisms afforded by A Guide to the Project Management Body of Knowledge (PMBOK® Guide) and other accredited standards are very largely best practice. Our training curricula are what you would expect from a mature profession. The change must be in the way in which we apply the skills.

PMM03 : Advancing Project Management Maturity - A Starting Point for the Rest of Us

Speaker: Kristy Tan

Want to help your organisation advance in project management maturity, but don't know where to begin? Have you read OPM3® but find it too broad to tackle or too intimidating? If your organisation lacks visibility into runaway projects, and projects are rarely on time and never on budget, you need to stop the downward spiral now. Such organisations desire the benefits of project portfolio management maturity, and are looking for a starting point. This presentation will give you some practical advice on where and how to begin on this journey to project portfolio management maturity. Once your organisation can demonstrate some quick successes, it will be easier to gain executive sponsorship to further advance the organisation's project portfolio management maturity.

PMM04 : Effective Project Governance - A Cultural Sea Change

Speaker: Patrick Weaver, PMP, FAICD

The Sarbanes-Oxley Act (SOX) in the United States changes to regulations in Europe and the impact of CLERP 9 in Australia are increasing the personal liability of senior corporate managers. It will not be long before a high profile CEO is sued for losses incurred by shareholders who relied on an incorrect forecast the CEO had

erroneously signed as being "correct" in compliance with SOX.

The regulations have a common purpose: to increase the predictability of an organisation's future financial performance and to keep the markets informed. This requires a robust and auditable corporate project management process. The challenge now facing every organisation is to develop an integrated, robust, repeatable and auditable project governance system. This requires the active involvement of senior management, supported by qualified project personnel who have the authority and capability to implement best practice processes and systems.

PMM06 : PM Competency Mapping - A Case Study

Speaker: Dhananjay M. Gokhale, PMP

You plan to hire a new project manager: how can you tell which candidate will perform best? You want to give some of your junior engineers project management training: how can you tell which ones are most likely to succeed at project management? You are reviewing proposals from several vendors for a project that is critical to your company's future: how can you tell if their project manager is competent?

A number of organisations try to define and document project manager competencies. Many factors like sound understanding of competencies, competency grades, facilitators' interviewing and inference skills, etc., play a very important role in such exercises. However, there is a much greater challenge of avoiding "me too" mindset. The exercise must aim at bringing the best out of a project manager with honest efforts to help the project manager successfully continue the journey towards competency! The key is to go beyond mere processes and induce mapping exercise based on action-oriented competency statements.

This presentation, in the form of a tutorial, not only elaborates the concept but actually puts forward the "how to" aspects with the help of a real-life case study of project management competency mapping exercise based on more than 230 action-oriented definitions of project management competencies.

PMM07 : A Unified Strategic View of Organisational Maturity

Speaker: Suhail Iqbal, PMP

Whenever maturity of an organisation is under discussion, different people view it from different points of view. Where people inclined towards quality will refer to Capability Maturity Model (CMM), people focused on process will be talking about Process Maturity Model (PMM), and yet project people look at it from Project Management Maturity Model (PMMM) and Organisational Project Management Maturity Model (OPM3®) perspective. All of these people are talking about a maturity model but none have formulated a universally acceptable definition of maturity as such. From strategic point of view, if we can combine all these view points and try to find how an organisation really matures, we probably will be able to find the most appropriate maturity model. The object of this paper is not to propose yet another maturity model, but to find synergies amongst several viewpoints on organisational maturity and to answer the question "HOW DOES AN ORGANISATION MATURE AND WHY?" If this question is well-responded after this study, we can start working towards the next question "HOW CAN WE FIND A COMMON STANDARD FOR ORGANISATIONAL MATURITY?" Future direction from this study would be to formulate a universally accepted ORGANISATIONAL MATURITY MODEL.

PMM09 : Evaluating Project Management Maturity Models: An Analysis of Business Needs

Speaker: Bryan J. Fenech

Project management maturity models have been developed because it has been recognised for some time that the adoption of project management by business corporations has brought with it a new set of management challenges. For example, Pellegrinelli (1997) states that "[t]he widespread use of projects...has brought with it the need to marshal project-based activity." However, it has taken time for a mature understanding of these challenges to emerge and, while there are various detailed studies and analyses of particular aspects and individual challenges, to date there has not been a synthesis of these analyses into a single coherent picture. This paper presents such a picture. It also presents an analysis of how certain inherent features of the environment created by the "management by projects" approach give rise to the management challenges experienced. As a result of this analysis, a deeper and more thorough understanding of the challenges is reached.

By providing a thorough analysis of the business needs that project management maturity models attempt to address, this paper provides a critical framework for evaluating specific models and to guide businesses in their selection and implementation of those models within their organisations.

PMM10 : The Benefits of Earned Value for "Strategic Commercial Imperatives"

Speaker: Kym Henderson

This presentation defines and discusses "strategic commercial imperatives" for both commercial and government organisations as well as from supplier/vendor and internal organisational perspectives. The presentation explains why project management is a "performance discriminator" in terms of achieving the "strategic commercial imperatives" of:

Achieving profitability goals as the critical path to achieving return on investment (ROI) goals for private sector organisations

PMM11 : Delivering Business Benefits Through Projects, Programmes, Portfolios and PMOs

Speaker: Alexander G. Matthey, PMP

A number of studies have demonstrated that projects need the support of senior management to succeed. Two key areas of tension are the power struggles between diverse actors of the project and the business and the incapacity of projects to consistently deliver results that produce business benefits.

By clearly defining the relationship between, and the objectives of, project, programme, portfolio and PMO management, the presenters will enable organisational actors to concentrate on achieving success for the business rather than focus on their self-interested requirements.

This presentation will also demonstrate that there is more than one way to achieve success, but that some

basic principles cannot be forfeited: a strong link between strategic intent and the delivery of results; a clear definition of roles and their relationships; a clear scope of work and responsibilities for each actor.

Practical examples will be brought forth to support the presenters' demonstration.

PMM12 : Project Initiation Request (PIR) Process and the Project Management Board

Speaker: Paul Craig Smith, PMP

The presentation will focus on an online project initiation request (PIR) process methodology for processing customer requests for new projects and resource support. Briefly, customer requests for new projects and project resource support are initiated via an online, Web-based project request form process that is received and reviewed by the project management board (PMB), which utilises a project analysis, selection, and assignment process. If a project is selected and approved for project management support, then selection and assignment of a project manager is completed based on knowledge, availability and skills, as required by the customer.

Education and Certification

What changes are being made in project management education? What does one really need to know, and how can one go about learning it? What criteria should be utilised to determine who can earn the prestigious Project Management Professional (PMP®) credential? These are questions that could be answered by topics presented in this area.

EDU01 : PMT - The Project Management Trainer

Speaker: Avraham Shtub, PhD, PMP

This paper presents a new approach to teaching and training in project management. An approach based on a software tool that combines an interactive, dynamic case study and a simple, yet effective, project management system. This tool, the Project Management Trainer (PMT) applies recent developments in the area of learning histories in simulation-based teaching. The PMT is designed to support training and to provide an environment for practicing teamwork in managing dynamic stochastic multiple projects.

The Project Management Trainer (PMT) has a simple, yet effective, interface with Microsoft Project. The user can use Microsoft Project to plan the projects, to monitor and to control them by transferring information from the Project Management Trainer (PMT) and analysing it on Microsoft Project.

EDU02 : The Ascent of Risk - Risk and the *PMBOK® Guide* 1987-1996-2000-2004

Speaker: Roger K Goodman, PMP

This paper traces the evolution of the discipline of risk management within the Project Management Institute's A Guide to the Project Management Body of Knowledge (PMBOK® Guide) from 1987 to 2005. Risk management is illustrated by the author's recent trekking experience in the Solu Khumbu (Mt. Everest) region of the Himalaya.

EDU03 : Advancing Project Management in the Academic Community

Speakers: Michael Price, PhD, RA, Willie Tan, PhD

An overview of PMI's degree accreditation program and other trends in project management degree programs globally and within the Asia-Pacific Region.

Social and Developmental Projects

What role does or should project management and project managers have in helping the world's developing economies and governments become integral parts of regional and global economies? Does the profession have a social responsibility as a part of its efforts to expand the role of project management in all organisations? Topics in this area could include case studies or organisations that have carried out social or developmental projects, and discussions of project management's role in these areas.

SDP01 : Experience of Using PMBOK® in the Development of the Malaysia's Multimedia Super Corridor (MSC) Flagship Applications Integration Architecture Framework

Speaker: NanPhin Lee

The presentation is to share the Multimedia Development Corporation (MDC)'s experience in using A Guide to the Project Management Body of Knowledge (PMBOK® Guide) to guide the development of the Multimedia Super Corridor (MSC) Flagship Applications Integration Architecture Framework.

Among the challenges of the MSC Flagship Applications is the lack of capability to exchange information, as these applications were developed independently using different technology platforms. Hence, there is a need for an architecture framework to standardise the technical approach to integrate these applications.

The major challenges of this project are to address issues related to:

Diverse interest of stakeholders from different government agencies, private sector, technology partners; and Lack of references, as there are limited cases around the world that have conducted similar initiatives.

The nature of the project's deliverable was HIGHLY INTANGIBLE AND INTELLECT as it consisted of "a set of documentations which included a roadmap, reference and guidelines, policies and requirements to effectively plan, define, acquire, project manage, and deploy current/future government system integration projects across the country."

The success of this project will be measured by the ability of the framework to resolve the "NARS (Narrow, Adhoc, Reacting, Specific) Syndrome" as demonstrated by most of the current integration projects.

Both presenters were project members from this project. They will share their experiences of how they

effectively used PMI's PMBOK® Guide to lead the project planning exercise and to structure the Initial Project Plan according to the nine PMBOK® Guide Knowledge Areas. They will also demonstrate how they had successfully converted the contents from the Initial Project Plan to a Request for Proposal (RFP). The RFP was subsequently used as the baseline for evaluating proposals and contract negotiation. The contract was also drafted based on the similar structure in the PMBOK® Guide, and as the baseline to control the execution of the project.

SDP02 : How to Manage Public Sector Construction Projects Successfully in South Asia.

Speaker: Rizwan Amins Sheikh, MBA

This real life case study talks about the successful completion of an underpass (tunnel and a cross-over bridge) on the Mall Road in Lahore, Pakistan. It is one of the recent success stories of developmental projects in Pakistan, which is worth pondering upon and sharing. This was an excellent example of achieving the optimum level of triple constraint: cost, performance, time.

The objective was to alleviate enormous daily traffic congestion and delays on the Mall Road and Canal intersection in Lahore. The scope of the project was to build two underpasses on both sides of the canal. The timeline was 90 days and the budget was Rs. 243.5 million (approx. \$4.0 million US). In addition, both underpasses had to meet public safety and high performance standards.

The reason this case study is significant is because it was successful on all three counts: cost, performance and timeline. The project was completed under budget, within the specified timeline of 90 days, and it met the high performance standards set forth by the construction industry and the government of Punjab. The project started on 15 August 2003 and was completed on 11 November 2003. The actual cost came out to be Rs. 190 million (approx. \$3.16 million US), which was well below the budgeted amount. In the past, most of the public sector projects had failed to manage the triple constraint, and they went over budget, missed their project deadlines, and had quality issues.

This case study highlights some of the key project management techniques that could be helpful for project managers throughout South Asia, if not throughout the world. It talks about the "do's" and "do not's" of project management in developmental projects like construction in South Asia.

SDP04 : Tsunami Reconstruction Panel Discussion

Drawing on representatives from government, industry and nongovernmental organisations (NGO), this panel will review the current status of recovery from the recent tsunami affecting Southeast Asia. Emphasis will be placed not only the activities these agencies and organisations are involved in, but also how project managers can utilise their skills and expertise to assist in these efforts.

SDP05: Post Disaster Rebuilding Methodology and Training Project Open Working Session

This working session is an opportunity for project managers to provide input to the development of Post Disaster Rebuilding Methodology.

Project Management Leadership and Personal Skills

One of the chief determinants for a project manager to be successful is their ability to develop and maintain people skills and to increase their skills as a leader. Topics in this area could include methods to enhance and promote the full range of interpersonal and leadership skills for themselves and how to lead others to personal development.

LPS01 : Appreciate the Fog: Working Through Confusion and Uncertainty to Achieve Project Success

Speaker: Stephen G. Harrison

Fog is any chaos or confusion (loss of clarity) we face and projects are full of fog. Success comes from navigating through fog regardless of the source. It is vital that we recognise factors that create and strengthen fog, and have the ability to work through and resolve those factors when they threaten our success. Effectiveness requires us to recognise, respond to and manage the impact of fog on us, our team and other stakeholders and the various reactions to it.

We may feel bewildered and threatened or peaceful and safe. Often it is a matter of perspective and interpretation. Sometimes being still and getting clarity by becoming better acquainted with the project is required. At other times, decisive action is necessary. As we appreciate the fog we master our own responses to it, take stock of our situation, and find ways of dealing with the fog for greatest effect.

Discover how to recognise the signs that fog is affecting you, your team and the project. Learn how to neutralise the dangerous elements of fog, and enjoy the positive aspects. Realise that fog can be reduced in your project, and be less of a threat when it occurs as you apply principles of leadership, project management, and emotional intelligence on a consistent basis.

We seek for light at the end of dark tunnels and yet there is much to achieve while in the dark. Projects are exciting environments, and we can succeed even when it feels as though all is lost. Such moments can be cultivators of creativity, team spirit, commitment and discipline, or we can panic as events are allowed to overwhelm us and draw out unproductive reactions. Become a master navigator. Find your own way through, and take others with you. Equip yourself with knowledge, understanding and wisdom that will offer direction and light.

LPS02 : Art of Public Speaking: Communicate with Ease

Speaker: Maxilinda S. Salac, MA, MIT

There are many hidden messages that we send to another individual. Gestures will give the receiver a complete impression of our self image. You are about to face over 350 international leaders from all over the world. As a presenter, you roam around the meeting room...in a few moments you will face the real challenge.

Some in your audience will speak a smattering of English, some no English, some a good amount, but all are from different corners of the world. Do not panic, communicate with ease. When we have confidence, we can communicate. Confidence and trust are the important enablers and the bedrock of how we relate to our customers and to our business partners.

LPS03 : Mission Possible: Effectively Managing a Crashed and Fast-tracked Shorten Interval Project

Speaker: Lisa L Toste-Karayan, PMP

In a perfect world, projects are planned with sufficient time given for each task. However, in today's business market, "faster is better." With increased competition in the market place, companies are being pressured to bring products and services to market within shorter intervals. This is having a direct effect on project managers, their teams, and the methods they use to effectively meet the Triple Constraints. Have you ever been asked to complete a project in less than a reasonable time frame? Imagine working on a critical and highly visible project with only one third of the required estimated time to complete it! That is exactly what Lisa Toste had to do and won awards from her company and her client for the project's extraordinary results. In her presentation, Lisa Toste will share winning strategies based on her real-life experiences on the art of managing a high-risk project.

Stress management in a high stress environment

LPS05 : Project Leadership: Analysis of the Perception of Selected Public Sector Project Managers in Pakistan

Speaker: Azhar M Khan, PhD

In the contemporary world, along with the "management," the concept of "leadership" has also emerged as the most needed aspect for success of the projects. Project management is a new subject and technique for the developing countries; therefore, very little research is being done in this field in a country like Pakistan. Leadership has been portrayed as an unleashing human potential in organisations, specifically within command relationship. Actually for maximising projects' productivity, the presumption should be that those who are being led are being motivated to follow rather than persuaded to do so. Strangely, the prevalent view in most developing countries is simply that whoever is at the helm of affairs is the leader, regardless of the motivation for the team to follow voluntarily. In order to draw out the real perception of project leadership concept, an original empirical study has been conducted at the Center of Project Management in Pakistan through interviews of several project managers. By using statistical analysis, the views of the project managers are analysed to understand impact of project leadership on success of the projects. The work of this nature has been done first time in Pakistan and will elicit interesting results that would be correlated with the prevailing concepts in the developed world. Readers would really be interested to know the perception of project leaders who come from all factions of the society including conservative, religiously motivated, liberal, less educated and highly educated groups and their impact on dynamics of the projects.

LPS06 : Techniques for Rapidly Moving to a Project Management Culture, and the Future of the Programme Management Office

Speaker: Bill Stewart

Question: Why do business executives fail?

Answer: They fail to deliver on their commitments!

The projects and programmes for which you are responsible are pivotal and mission critical to the strategic success of your corporation. The desire to have a strong, mature project management infrastructure that ensures success is not enough. Recognising that implementing project management requires a huge cultural change is the first step. The second step is to listen to the experience and advice of Bill Stewart, CEO of Project Management Leadership, Inc., as he provides tips and techniques for rapidly changing the organisational culture so it will accept project management as a core business discipline.

LPS07 : Untying the Gordian Knot of Complex Projects

Speaker: J. LeRoy Ward, PMP

Projects today are becoming more complex for a number of reasons: technology integration, multiple stakeholders, international teams, demanding clients, and government regulations, to name several. Project managers often do not understand just how complex their project is until it is too late. In some ways, they suffer from the "boiling frog" syndrome. This syndrome was coined based on an experiment that revealed that when placed in a pan of water whose temperature slowly increased, the frog did not recognise the danger until it was too late. The presenter will present a model for managing complex projects that is being used by many Global Fortune 500 clients.

LPS08 : Beyond Cost, Schedule and Performance: Project Success as the Customer Sees It

Speaker: Hugh Woodward, MBA, PMP

This presentation examines the perception of project success from the viewpoint of the customer, and argues that project managers must go beyond delivering the approved scope on time and under budget to be viewed as truly successful.

The presentation begins with a fast-paced review of published case studies, noting that the traditional measures of project success are not always indicative of how a project is eventually judged by the customer, or by society in the case of public-sector projects. The presenter then summarises recent research supporting the proposition that the traditional measures are inadequate indicators of success. He argues that an over reliance on these traditional measures may even obscure opportunities to create value for the customer.

With this information as background, the presenter raises the obvious question: what must the project manager do to deliver projects the customer unequivocally views as successful? The presenter seeks to answer this question by providing practical recommendations for exposing opportunities to create value, and then exploiting

these opportunities to earn a reputation as a successful project leader.

LPS09 : Enterprise Project Management Capability Framework - A Total Perspective of Contemporary Project Management

Speaker: Kwek Keong Siew, MBA, MEngM

Rapid globalisation is making unprecedented and sweeping changes to the way businesses are conducted, including project management practices during the last decade. While the conventional wisdom of time, cost and resources to achieve a quality performance through five processes and nine knowledge areas under the traditional project management domain, is encountering enormous challenges that transcend the fundamentals of project management principles. In today's context, the success and failure of a project can no longer be measured and directed upon project manager competency per se, but the entire environment in which an organisation operates from a total perspective. In this paper, the author recounts his own empirical experiences as a project management practitioner of two decades to redefine project success with a new paradigm of "House of Enterprise Project Management Capability Framework"(EPMCF). This encompasses three critical success factors, namely the Project Manager Capability Model (PMCM), Project Management Capability Systems (PMCS) and Organisational Project Management Capability Model (OPMCM). The main body of PMCM comprises Project Manager Competency, Project Manager Performance, PM Training and Career Development; PMCS involves PM Processes, PM Methodologies and PM Knowledge System; whereas OPMCM embodies Cross-functional Support System, Management Support System and Organisational Maturity Model. The EPMCF, a contemporary project management strategic approach, is to benchmark the current state of project management practices and drive changes out of enterprise value chain in order to gear towards project management excellence hence organisational success in this highly competitive business world.

Project Management in Specific Industries

Every industry exhibits specific qualities in the way it manages projects. Be it construction, information technology, government or manufacturing, project management is modified, adjusted and, in general, tweaked to meet the demands of that industry. Topics in this area could include discussions and case studies of how project management is and should be modified to meet the needs of a specific industry.

PSI01 : Construction Project Claim Management

Speaker: Muhammad A. Mirza, MBA

Construction projects are mostly large undertakings and involve lots of resources where optimised returns require going strictly by the plan. Deviations can prove costly in all terms. Claims, if not managed effectively, lead to disputes ending in litigation. Resources are wasted in lengthy litigation, and the parties are burned. Application of logical methodology saves unwanted situations and deviations from the plan.

PSI02 : Navigating the Minefield: Estimating Before Requirements

Speaker: Carol A Dekkers

Estimation of software and systems projects is hard enough when there are requirements, so imagine how difficult they are BEFORE requirements are articulated. This presentation gives tips and techniques to overcome the most dominant hazards associated with software estimation BEFORE requirements.

PSI03 : How PMBOK-RUP-ITIL Integration Contributes to Successful Software Development Projects

Speaker: Sandeep Mathur, PMP

Increasing complexity of software projects demands that the software development and service management processes are tightly integrated with the project management processes. This presentation looks at how a small Australian public sector enterprise of 270 staff - Tourism Australia (TA) - has integrated Rational Unified Process (RUP) and IT Infrastructure Library (ITIL) to PMI's A Guide to the Project Management Body of Knowledge (PMBOK® Guide) to get the best of breed processes - a strong project management methodology, UML standards based iterative software development environment and service management framework for configuration, change and release management. TA's project management methodology is developed using the PMBOK® Guide-2000 Edition. RUP is a software engineering process that provides a disciplined approach to assigning and managing tasks and responsibilities within a development environment. RUP uses the Unified Modelling Language (UML) visual notation and provides guidelines on how to use the UML effectively. ITIL is the de-facto global standard in the area of service management catering to the planning, provision and support of IT services. ITIL describes the architecture for establishing and operating IT service management.

Project Management in the Asia Pacific Region

The Asia Pacific Region is made up of a wide variety of unique cultures, religions and lifestyles. How these unique factors affect the project management profession and its practices can be vastly different within the region as well. Topics in this area could include comparisons of work practices both within the region as well as with other regions, how companies can best utilise knowledge of regional culture(s) to be more successful in the region, or cultural challenges faced by organisations within the region wishing to use project management.

APR01 : "Guan Xi" Project Management in China

Speaker: SoonKheng Khor

"Guan Xi" is prominent in the Chinese philosophy. Technically, "Guan Xi" stands for any type of relationship. In the Chinese business world, however, it is also understood as the network of relationships among

various parties that cooperate together and support one another. This presentation will cover the importance of a project manager having good understanding of the power of "Guan Xi" in the Chinese Society. Such an understanding would give the project manager competitive advantage and the ability to avoid conflicts. This would undoubtedly benefit the outcome of the project. The presenter will share his observations on project managers attempting to apply the Western Project Management Methodology in the Eastern Philosophy Project team environment in China. Based on his experience as a foreigner in the Chinese society, the speaker will provide tips on how "outsiders" or foreigners are being perceived in the project environment. He will also give insights on how project managers can assimilate into the Chinese society. He will further compare and contrast between a project being managed based on "Good Guan Xi" versus a project being managed purely on contractual obligation. He will relate an experience on two project managers: the first maintained good "Guan Xi" with the project stakeholders was able to handle changes in the project effectively compared to the other who suffered drastically because he managed the project based on contractual obligations and was firm on his legal stand. Lastly, the presenter will give tips on how to master "Guan Xi" and become a great project manager in China. All this within the professional code of ethics as outlined by Project Management Professional body such as PMI.

APR02 : Managing Projects in Asia - The Challenge of Cultural Diversity

Speaker: Kevin Chui, MBA, MSc, CSQA, PMP

Even experienced managers with good people management skills find it daunting to manage projects in Asia, which is famous for its diversity of culture and language. Asia has more than 50 countries/territories based on geographical classification, at least 10 major languages spoken, and more than 12 major economies. A project manager typically faces issues like miscommunication, clash of values, disparity in religions and customs, misunderstanding resulting from petty etiquettes, and difficulties in motivating people.

This session will provide an analysis of Asian culture from four perspectives that a project manager is most concerned with - authority, conflicts and their resolutions, team motivation, and negotiation. Asians exhibit dissimilar behaviours and thinking due to their diverse cultural backgrounds; yet, on a closer look some commonalities exist in most countries irrespective of their geographies, ethnicities, and languages. Based on real-life experience in managing large and complex projects in Asia, the speaker will share his views on handling tough cultural issues and conflicts, and offer a list of "do's" and "do not's." In particular, he will focus on areas that have prevalent impact on a project, namely stakeholders' interests and behaviours, team building, and conflict resolution, all under multi-cultural context.

APR03 : Application and Development of Modern Project Management in China

Speaker: Cindy Qin, PMP

With the fast speed of Chinese economy, project management methodology has become a powerful driver for the rapid development of China's economy. More and more investment projects are being conducted in China. How do the executive managers and project managers control the projects? This presentation will first give an introduction of the project management development in China, and then it will talk about the application of project management in different major industries. Lastly, this presentation will cover the future development of project management in China; it will cover the problems in China and potential suggestions to help enterprises to get the best practice.

APR04 : Introduction of Hai Van Pass Tunnel Construction Project in Vietnam

Speaker: Ichizuru Ishimoto

The Hai Van Pass located in coastal Central Vietnam, is the biggest traffic bottleneck on the National Highway No.1 linking the capital, Hanoi, with Ho Chi Minh. The road is often blocked due to the landslide and slope failure during the rainy seasons. A consultant has been taking proactive initiative for work coordination among the contractors because all contractors are required to work simultaneously inside the tunnel in order to shorten the overall construction period. Weekly basis work coordination meetings have been held. Primavera P3 was used as scheduling tool. A Guide to the Project Management Body of Knowledge (PMBOK® Guide) was referred to for the project management.

APR05 : The Australian IT Project Landscape

Speakers: John Katsiris, PMP, Tony Mehta, PMP

Presentation of "The Australian IT Project Landscape Survey," findings and analysis.

A research-based survey conducted by EQuest Consulting in association with iGATE Global Solutions which targeted Australia's top 100 organisations.

Survey Objectives:

- Determine the 2004 Australian project management landscape, post the recent IT boom and bust cycle
- Compare findings with international research conducted during the IT boom
- Determine project management trends during and after the IT boom and bust cycle, to establish future directions

APR06 : The Fear Factor in Remote Based Development: Eastern Foreign Cultures Satisfying Western Initiatives

Speakers: Jacob T. Mathews, MCP, PMP, Benaud Jacob

Technology has spearheaded the race for globalisation. The speed of doing business has enhanced considerably in the past century. The power of the Internet, fax and telephone enable teams to collaborate more effectively. The West and the East have joined forces in a symbiosis that is mutually beneficial to both. The West gets products developed cost effectively, while the East gains attractive financial rewards. It is a win-win situation for both sides. But, there are pitfalls to be aware of when the West meets the East.

Many Western companies are thrilled to capitalise on the intellect, skilled labour force and the low labour rates available in the Eastern world. But many projects end in failure or result in costly overruns through rework. Once bitten, they tend to shy away from such initiatives. This has resulted in a fear factor enveloping Western firms that remote based development initiatives are extremely risky and fraught with pitfalls outweighing the advantages involved.

The key to removing the fear factor, resulting in mitigating the risks involved, lies in understanding global cultures, implementing a sound project management methodology and following it faithfully.

The fear of failure can be debilitating but the aroma of success can be tantalising when the West meets the East.

APR07 : Project Management in Pakistan Government

Speaker: Khalid Ahmad Khan, MS, PMP

Punjab is Pakistan's largest province with a population of 72 million. The public sector development portfolio for Punjab is approximately \$4 billion (US). Major development sectors are civil infrastructure, irrigation system, education and health. After a long stagnation period, public spending has almost doubled in the last two years is currently growing at almost 30% annually.

The sudden surge in availability of funds is straining the capacity of the present system to successfully plan and execute the over 1,200 projects in the public sector portfolio. Effective utilisation for funds requires revamping of existing planning and monitoring systems to facilitate faster and cost effective completion of major projects. Project like underpasses are now being completed in 90 days instead of 18 months.

The presentation looks at reforms that are being introduced in the way government projects and management from inception to execution. It looks at existing practices that lead to project problems and how these are being changed. And, it looks at the change in role of the government from passive participation to active participation in the management of projects.

Globalisation and Outsourcing

Working with a distributed workforce (diversity of culture, language, geography and time zones) is a challenge to all project managers. Corporations today are looking to outsource more functions, and the change this fosters in an entire organisation affects all personnel involved. We need to learn how to manage the resulting change, communication and challenges.

GBL01 : Effective Communication for Successful Outsourcing

Speaker: Savyasachi V. Tumkur, PMP

This presentation discusses some of the many facets of communication required to be managed by an organisation providing "outsourced" services in a project or programme environment. The scenario addressed is where an organisation executing projects for its customers outsources some or many of the project activities, leading to project teams that cannot be co-located.

Working cohesively on projects with team members located across continents continues to pose challenges to project managers.

GBL02 : Socio-Economic Issues in Offshore Project Locations and Its Impact on Project Management

Speaker: Narayanan Nair Syam Chandra, PMP

This presentation will analyse the socio-economic-political situations in the typical and preferred information technology (IT) project offshore locations, and how this can translate into new challenges faced by project managers in managing these projects.

The presenters will trace the history and growth of offshoring IT projects in the last five years, and look at the business process outsourcing wave of 2002-2003 which triggered phenomenal growth in both the number of projects off-shored and the number of companies participating in the trend.

This presentation shows how these led to rapid economic development in those preferred offshore locations.

GBL03 : Managing and Implementing Outsourced Projects Using Offshoring Management Framework

Speaker: Mohan Babu K, PMP, MBA

Mohan Babu proposes to host a guided discussion around the topic of "Managing and Implementing Outsourced Projects Using Globalised Delivery Framework." He will host the discussion and guide participants on decision making, taking their specific cases or extracting from the collective experiences of participants.

GBL04 : The Global Challenge - Managing a Large-scale Project with an International Project Team

Speaker: Heather Round, MBA

Your company has just decided to undertake a large and very strategic project - Great! You have been asked to project manage it - Great! The project will be run overseas - Oh no! There are no relevant local resources - oh no! There are resources worldwide that are available to do the work - Excellent!!

flown in from the United Kingdom, Sydney, Melbourne and Auckland to deliver to tight timeframes in Wellington, New Zealand, and at the same time the technical support is run out of the United States, a unique project management approach is required throughout the project life cycle.

Managing large-scale projects involves a unique set of challenges but when the project team is This presentation is based on a marketing automation implementation for a large telecommunications company based in Wellington, New Zealand. Due to the lack of local resources team members were flown in at the start of the project. This presentation focuses on the mindset shift for the project manager responsible for ensuring success under these circumstances. The analysis of the risks and required approach is focused around the project life cycle, and looks at the unique issues which can arise in each of the phases of the life cycle and the proactive actions which can be taken to resolve these issues.

A strong emphasis is placed on human resources, project teaming and the soft issues, and the way in which these influence the project risks introduced by team diversity, cultural differences and an away-from-home project team. In conclusion, when a project is successfully resourced internationally there are also unique project benefits which can be capitalised upon. Therefore, in today's climate of globalisation, the prospect of using an international team should be grasped whenever possible as the associated opportunities outweigh the issues and risks.

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