

NEWSLETTER



International
Project
Management
Association

Newsletter, 2rd Quarter 2004

Austrian Expert on Project Management Visiting in China

At the invitation of Project Management Research Committee - PMRC, the qualified expert of international project management professor Roland Gareis who is one of well-known expert in project management in the world for his erudition on theoretically research came to China for an academically visiting.



Professor Gareis visited to Beijing, Xi'an, Shanghai on schedule. He also issued lectures in the 3 mentioned cities for the seminars there, giving brief introductions on current events, relevant methods and the some focuses of research on project managements. More than 300 peoples involved in the seminars, most of them are senior project managers, experts from famous institutes of China.

• Visiting in Beijing

A serial of seminars were going from Dec.11 to Dec.13, 2003, in Beijing Friendship Hotel fro Prof. Gareis's lectures on PM. More than 20 experts from Ministry of Commerce of Peoples Republic of China, some foreign capital enterprises and some agencies of IPMP took part in the exchanging activities.



• Specail Trip in Xi'an

From 13 Dec. to 16Dec. professor Gareis processed special visiting in Xi'an. He visited to the North-western Polytechnic University (NWPU) where the headquarters of PMRC situates. Here Prof. Gareis and the leaders of PMRC and NWPU negotiated on reciprocally cooperation and came to a primary agreement on cooperating in research on Project Management, publication and exchanging students. Lecturing on the topic of "Project Management in the project-oriented organization" brought people some kind of new information on the key conception, the thought of the management oriented on project, and the achievement of his own research on this aspect. There was an exciting



atmosphere in the meeting place. Teachers and students who were majoring on or interested in project management from NWPU attending the lecture, many participators brought forward their question on the topic everybody got a possibly answer as well. The debate between Gareis and the participators on the interested points of view led an upsurge to the seminar. It was estimated there were more than 200 people in the enlisted in the meeting.

• Shanghai Seminar

From Dec.19 to Dec.21, 2003 Prof. Roland Gareis took part in the "2003-Shanghai-Senior Seminar on International Project Management with the general topic "Organizational Project Management of 21st Century" was ceremoniously held on schedule in Shanghai.



Prof. Roland Gareis made the speech on "Planning of Large-scaled Project and Program Management", "Management of Project Portfolio and PM Office" and "Management of Project-oriented Company". He introduced his patent products --- "Maturity Model of Project Management for the Project-oriented Company" in details on the sides of its concerned theory and application status. Prof. Gareis explained his points of views with many practical cases. The participants had been encouraged to raise relevant questions based on their own situation. Thus not



only provided them with new knowledge, but also made them grasp the concept of those points of views through the extempore cases studying. The discussion was being carried out in a warm atmosphere. The participants mutually felt rich benefits from this three-day lecture.

Grace Liu
Secretary of
Project Management Research
Committee, China

PROJEKT MANAGEMENT AUSTRIA (pma) introduced a new corporate identity, with a new logo as its core element. All materials have been adapted accordingly and further, have been revised in order to provide state of the art information on project management certification to all pm experts in Austria. Feel free to take a look at www.p-m-a.at and see our new homepage as an example for the redesign!

Up until now our homepage is in German language, but we are working on an English version.

pma's effort to service members and people interested in project management was extended by two new events: pma focus, a yearly major event (see detailed information in this newsletter), and pma quarterly. Four times a year, this platform offers room for discussions and

networking to pma members, but of course all people interested in project management are highly welcomed. The initial event took place late January in Vienna and covered "Management of dynamics: How to stabilize the project team and flow of information." Are you interested in joining the next pma quarterly on April 26th? Please find further information on the web.

How to use the development of a National Competence Baseline to promote the Project-Oriented Society

Morten Fangel
Chairman of the Danish Standard
Committee on Project Management
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1. INTRODUKTION

A new National Competence Baseline on Project Management has been developed in the Danish Project Management Association during 2001-2002. The platform for the development was the IPMA Competence Baseline issued by IPMA, the International Project Management Association and the prime purpose of the new NCB is to be a tool for self-assessment in the IPMA 4 Level Certification Programme. The author of this paper has edited the tool in co-operation with a development team and a broad panel of core members of the association.

The paper describes briefly the contents of the self-assessment tool and how the development process and the final tool has been utilised to promote modern project management in the society.

2. CONTENTS OF THE NATIONAL COMPETENCE BASELINE

The tool consists of three parts reflecting the components of project management competencies:

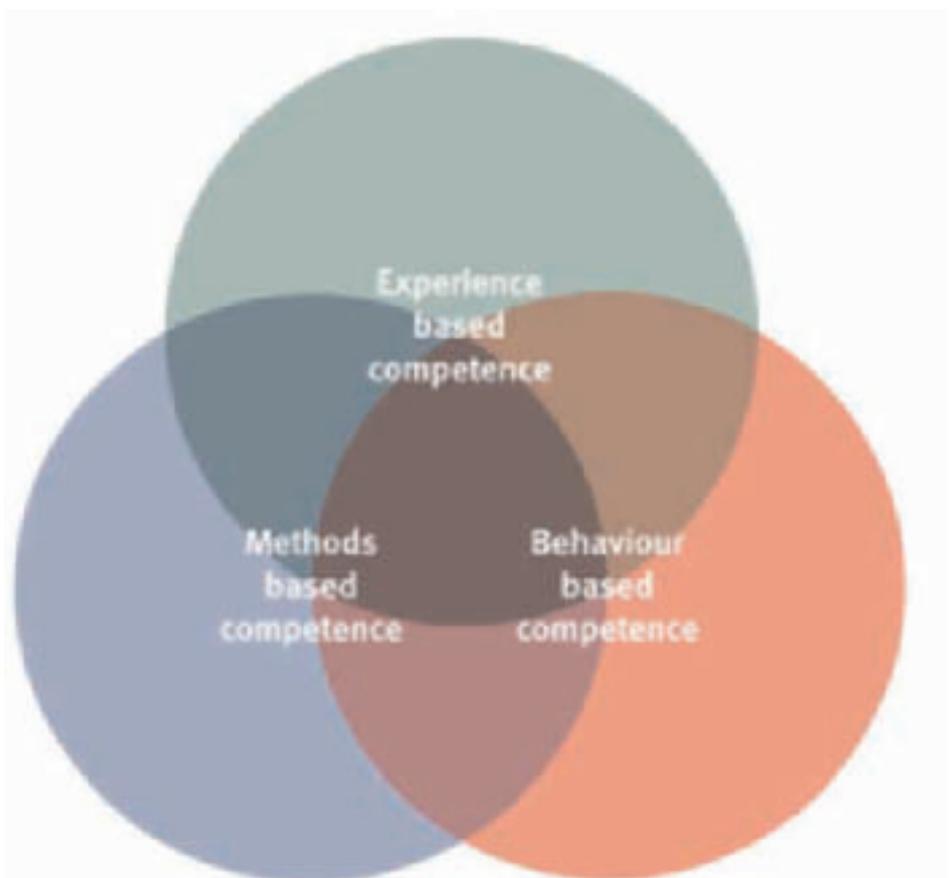
When developing the tool we selected a structure and contents that fully covered the classic project management issues described in the International Competence Baseline. But we also included other aspects of project management with the purpose both to gain a practical tool for self-assessment and *to influence the focus and perception of project management in the society*:

- The model of the three project management competencies states that methods based and behaviour-based competencies are of *equal importance*.

Besides indicating this the overall model on the first page, this perception is supported by giving the self-assessment tools on methods and behaviour the same format.

- Further, methods and behaviour-based competencies should be *integrated*. Appropriate methods support appropriate behaviour - and appropriate behaviour is a demand for benefiting from the methods. The hard and soft aspects of project management should be combined - not seen and handled as two different issues, which for example are trained at different course modules.

- By structuring the methods based competencies we promote a *process oriented approach*, where project management efforts primarily are grouped according to processes performed in practice - and then secondarily according to project management disciplines and type of tools.
- In addition to the classic performance of overall and ongoing project management (Processes 3 and 4 on the figure) we have also focused on methods based competencies



concerning *the management of the managerial processes*. In addition of *performing* project management it is of increasing importance that project managers are competent in planning the project management in general and organising the project management phases (Processes 1 and 2 on the figure).

- Further, project managers need also - to some degree - to be competent on how to *integrate the corporate project processes* (Process 5 in the model). Both to be able to contribute to this form of individual projects - and to assess the level of support gained from the corporation, and even requesting more professional interaction.
- When subdividing each of these five groups of methods based competencies we have covered the classic processes like specifying objectives and scheduling the execution. In addition we have *included processes of increasing importance* such as performing various types of project analysis, the process of manning the project, establishing infrastructure for virtual communication, developing the competencies of the project participants, and acting as coach for the project participants.

As mentioned, these various aspects and elements of project management have been included both to create an optimal self-assessment tool - and to influence the focus and thinking of project management in the society.

3. APPLICATIONS OF THE NATIONAL COMPETENCE BASELINE

In addition to implementing the tool in the Danish version of the IPMA 4 Level Certification Programme, the Danish Project Management Association has promoted its utilisation in several other ways:

- The tool is *circulated to managers of major corporations* in the private and public sectors to visualise that the project management profession in the country has crystallised the essential project management competencies.
- The tool is promoted for *internal use in corporation*, where all project managers perform self-assessment of their project management competencies - without necessarily continuously following the official certification processes. This application has been supported by an additional internet-based, which gives managers of the companies overview over the current level of project management competencies.
- The tool is used as *frame of reference for the next national symposium* of project management and the teams of the symposium are selected so that the book published from the symposium primarily will cover competence elements, which are less supported by existing national literature on project management.

Signatures:

- Higher competence
- ◐ Medium competence
- Lower competence

Company level

5. INTEGRATING CORPORATE PROJECT PROCESSES

Project level

Project management

1. PLANNING PROJECT MANAGEMENT

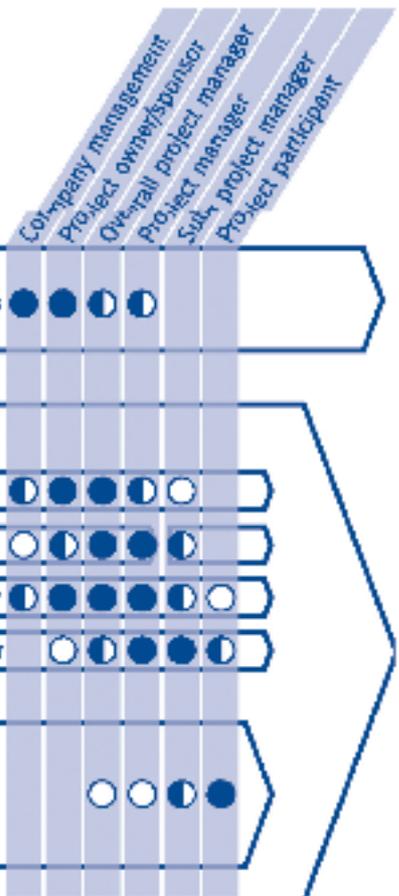
2. ORGANISING PROJECT MANAGEMENT PHASES

3. PERFORMING OVERALL PROJECT MANAGEMENT

4. PERFORMING ONGOING PROJECT MANAGEMENT

Project execution

EXECUTE THE PROJECT



Further we are promoting the tool for other applications by corporations and institutions:

- *Assessing the project management maturity* of a company and specifying the need for further advancements including tailor made training programmes.
- *Auditing, reviewing or evaluating the management* of current projects in the company.
- *Planning the project management effort* of a current project or a new period of a project.

4. FURTHER DEVELOPMENT OF THE NATIONAL COMPETENCE BASELINE

When the development of the tool was nearly finished we signed an agreement with the Swedish Project Management Association, who has now translated and adjusted the tool into a Swedish version. We are also negotiating a similar agreement with the Norwegian Association. Of course, we are also open to have agreements with other associations and organisations, which want to benefit from our development.

The next step will be to develop an English version of the tool - primarily as a service for Danish and Nordic companies working internationally.

In 2004 we plan to re-develop the National Competence Baseline together with our partners in the Danish Project Management Association. The purpose is to utilise experiences from the application of the tool.

Further we intend to build-in new focus areas of project management since our Association considers the National Competence Baseline to be a living instrument for a proactive influence on the focus of project management in the society.

Reference

1. Morten Fangel. *Kompetencer i Projektledelse* (Danish) Published by the Danish Project Management Association. First Version June 2002 - ISBN 87-985726-6-0



WELCOME TO BUDAPEST



The forthcoming IPMA World Congress 2004 Budapest is just around the corner. As Chairman of the International Committee I helped conduct the final 3rd prep-com workshop along with our Hungarian hosts and Scientific Committee members on site at the Budapest Congress Centre and we are positive that the scheduled event with all its innovative features will truly live up to it's main theme „CROSS-CULTURAL-NETWORKING”

Indeed, considering the widely dispersed candidate countries for future IPMA World Congresses, the Budapest event might be the last one for some while in the heart of Europe. However, it is the great mission of IPMA to steer the flagship of Project Management knowledge to all the continents around the Globe, while the PM-Profession has to adapt to the changing circumstances of the 21st Century as communications methods and travel opportunities have been dramatically improved.

Nowadays many projects involve multiple companies, frequently from a variety of countries. This brings into sharp focus the many aspects of cross cultural working, particularly delivering project outcomes while living another country and collaborating closely with colleagues from diverse cultural backgrounds: that is why the 2004 Budapest event should be considered an important interactive workshop for all of us to prepare ourselves to carry the torch-flame of the interdisciplinary knowledge of Project Management around the Globe.

I firmly believe that for those aspiring to true success, the integration of local culture into business strategy is of crucial importance. Thus the philosophy of CCN is all about opening up whole new dimensions in our profession of project management.

On behalf of the International Committee, I cordially invite you to participate in this outstanding opportunity to share ideas, network among the many delegates from the world community of the project management profession, in the lovely and historic capital of Hungary: Budapest, on the occasion of the 18th IPMA World Congress on Project management on the 19-20 June 2004.

Please note that there is an exceptionally rich pre-congress and post-congress seminar and workshop opportunities available, starting with the 4-day IPMA Young Crew Workshop on 15-18 June, the 16th GPMF and another 12 pre-congress seminars on 18.June, and 13 post-congress seminars on 21 June.

Miles Shepherd

Chairman
International Committee

As the Program Director of the 18th IPMA World Congress on Project Management 2004 - I hereby would like to enhance the spirit of attendance of all participants-to-be by highlighting major novelties with a statistics-of-date of the upcoming Budapest event.

To live up to a truly colourful multi-cultural event there are 180 lecture-abstracts registered for the two-day congress from 35 countries from all over the Globe (you will find those national flags on the top-cover)

Parallel with those high-quality lectures a rich variety of on-stage round-table programmes with lots of surprises are offered, along with the choice of 26 pre-/post-congress seminars (including the 16th Global PM Forum on the pre-congress day) are enriching the optional menu available for those who wish to enhance their in-depth knowledge with an affection towards the scientific achievements of PM-Culture in general as well as for enhanced understanding of cross-cultural knowledge.

The IPMA Young Crew Workshop will be a special designed interactive 4-day event just before the congress days hosted by the Budapest University.

As for the novelties:

- } Please, prepare yourself for the first ever IPMA International Bowling Competition on the pre-congress / registration-day (right after a light-cocktail party in the same premises where the congress is taking place: we accept team registrations in advance!
- } Since the 40th anniversary of IPMA (INTERNET) is in 2005, we prepare a “dress-rehearsal” for all National Association of IPMA by offering free stalls on the “Rue des nations” as well as an innovative panel-(on-stage) promotion of their achievements on Day-Two: afternoon.
- } To allow more high-profile key-note speakers to get on-stage we have introduced the “time-share” arrangement on the plenary sessions, and farther on as a deep appreciation for all those famous experts who have been the main attractions on previous world-congresses we wish to introduce an extra novelty platform by founding the “International Key-note Speakers’ Club”- with a special designed panel session on Day-One: afternoon.

I believe the 3rd IPMA International Project Management Award is not counted as novelty but for sure it is the very first occasion to celebrate the winners outside Germany!

Péter Tárnoki

Program Director
WELCOME TO BUDAPEST

IPMA World Congress 2004 Budapest

The Second Announcement of the IPMA World Congress 2004 Budapest on Project Management and for the connected events, such as the pre- and post-congress seminars, the 16th GPMF and IPMA-YCW are under printing, however they are available in full electronic version in PDF-file to be downloaded from our web-site: www.fovosz.hu.

Important single excerpt-files and on-line registration are active as of 1st February 2004 on www.ipmacongress.hu, however for not missing important dead-lines, I hereby wish to highlight all those dates, asking from you at the same time to put forward the enclosed infos to all potentially interested parties:

- 1: submitting final papers: **29 February, 2004.**
- 2: **In the Terms and Conditions for Exhibitor-Participants** (e-mail: janosy.judit@malev.hu) registration (see: Registration Form) until **15 March** 2004 (official deadline for

exhibitors) in case you register for any of the standard packages.

However, if you have **special space requirements**, you have to settle and finalize details with the exhibition director **until 29 February 2004.**

The area on the „Rue des nations” offered free for NA-s of IPMA will be approx. 4sqms consisting of a round table, 2 chairs in front of the display counter and division panels in the back space.

However you have to confirm your NA-participation and book your space until 15th March 2004.

- 3: **Listed Hotels, with special congress room-rates are available only with pre-reservations until: 15 March, 2004. All quoted room prices include breakfast and all taxes. For Hotel reservations after 15 March 2004, we are unable to guarantee the same special terms, thus accommodations will have to be traded according to free availability.**

- 4: You are welcome to book your partner(s) for any of the optionally offered tours, however for the sake of the logistics we prefer your pre-registrations **by 15th May, 2004.**
- 5: As for the **Official Carrier of the Event: MALEV Hungarian Airlines** we suggest to all delegates attending the conference to utilize the offered 15% discount on published fares and contact your Local Malev Office for flight information and bookings along with your confirmed registration. Please visit www.malev.hu or the “useful links” at www.ipmacongress.hu.

I personally wish you all successful world-wide NETWORKING in Budapest...

With best regards

**Peter Tarnoki
Budapest, 25 January 2004**

Code of Conduct PMI Netherlands.

In order to strengthen the professional aspect of project management PMI-Netherlands thought it necessary to introduce a code of conduct to be pursued by its members. On behalf of the Board of PMI-Netherlands a small committee, consisting of three very senior project managers Cees Brouwer (KPN), Margreet Reuvers (Berenschot) and Ruud Vermeulen (BrightHouse), developed a concept code of conduct. Objective of this code of conduct is to establish a minimum quality in acting professionally. The code of conduct intends to provide clarity in: The professional attitude of the members of

PMI Nederland towards customers and other persons involved; The way in which the members of PMI Nederland have contacts with each other. A complaint committee was established in order to supervise the maintenance of the code of conduct. During the general assembly meeting in March this concept was accepted by the members, provided that this will be applied for a trial period of one year. During this year alterations can be made, on the instigation of one or more members of PMI-Netherlands or on the basis of best practices. In the beginning of 2005 the trial period will be evaluated. Plan



is that the code of conduct will be passed by the general assembly meeting in 2005.

PROJEKT MANAGEMENT AUSTRIA expands its series of project management events in 2004 and introduces **pma focus**.

The topic of pma focus 2004 is:

BEZIEHUNGSWEISE

PROJEKTMANAGEMENT and focuses on interpersonal relationships in projects, programmes and in Project-oriented Organisations, e.g.

- Relationships within the project team and in project environments,
- Relationships between projects/programmes and the main organisation,
- Private relationships of project managers/team members,
- Overcoming of private problems because of project work,
-



Having discussed „hard facts” in project management predominantly in the last years, pma focus wants to emphasize “soft facts”. No doubt about that without relationships nothing works in business.

The event is intended to offer people interested in project management hands on content and networking support between the pm community.

We invite all IPMA-members to attend pma focus 2004. The event will take place on September 15th and 16th, 2004 in Vienna. pma focus is a German-speaking event.

Until the end of march 2004 we offer all IPMA-members an Early-Bird-Price! Please find more information on our homepage www.p-m-a.at.

If you have questions or suggestions, do not hesitate to contact Andrea Cerny, Telephone +43 1 319 29 21-0 or E-Mail veranstaltung@p-m-a.at.

NORDNET 2004

“Successful project management - art, science and culture”

Radisson SAS Royal Hotel, Helsinki,
Finland
29.9.-2.10.2004

Art of project management is a mixture of skills, methodologies and culture. NORDNET 2004 highlights these issues in the international setting and continues NORDNET tradition as well as the series of national and international conferences held in Finland. Speakers and participants are welcomed both from the academia and industry. Seminar presents experiences and newest findings from different countries and project management fields.

Seminar program is organized into following main streams:

Art of PM - skills and competencies. Here focus is on leadership and other personal project management skills, PM training and team development as well as on the organizational capabilities.

PM science - tools and methodologies. Presentations and workshops in this stream explore service and lifecycle management, implementation of strategy through projects, program and portfolio management and risk and contract management.

PM culture. Right choice for people wanting to hear more about project-oriented business, cultural challenges in international projects or how to nurture innovations in project management.

Streams encourage interaction through lecture sessions, moderated discussions and workshops. Seminar provides a rich variety of topics to choose from both for senior management responsible for developing project business and for project management professionals tackling with concrete operational challenges. More detailed program can be found at the web pages in www.nordnet2004.com.

Carefully selected NORDNET 2004 keynote speakers and presentations representing the latest project management knowledge and experience include:

Arne Liverud, Norsk Hydro

Mr Arne Liverud is the Vice President for project management at Norsk Hydro having a special interest in project Management and work processes. Mr Liverud will talk about what it takes to manage projects competitively and predictably.

Commissioner Erkki Liikanen, European Commission

Mr Erkki Liikanen is the member of the European Commission responsible for Enterprise and Information Society. His presentation will focus on the issues behind international competitiveness, which is one of Mr Liikanen's main topics.

Hans-Christian Kolsum, Scandinavian Airlines

Mr Hans-Christian Kolsum is project director at Scandinavian Airlines and was nominated as "Project Leader of 2003" in Sweden. Presentation focuses on the management challenges related to SAS Airbus introduction.

Organizers of the seminar are Project Management Association Finland together with NORDNET network of Nordic Project Management Associations. International flavor and experience is ensured by the co-operating organizations IPMA (International Project Management Association), ICEC (International Cost Engineering Council) and IACCM (International Association of Contract and Commercial Managers).

Actual seminar days are Thu 30.9.2004 - Fri 01.10.2004. Wed 29.9.2004 is reserved for pre-conference program and welcoming reception and Sat 02.10.2004 for post-conference program and meetings. Social program arranged in conjunction with the seminar ensures also an enjoyable stay for accompanying persons.

Exhibition arranged in conjunction with the event will present project management tools, software and services from a variety of different viewpoints. For the exhibitors it offers an excellent opportunity to present their services to project management professionals and practitioners.

Seminar venue Radisson SAS Royal

Hotel is situated right at the downtown of Helsinki offering thus excellent opportunities for visits and sightseeing. City offers a lot to see for the conference attendees and visitors. Its spacious recreational areas offer numerous possibilities for outdoor activities as well as examples of both traditional and modern architecture and a variety of cultural activities to choose from. Surrounding countries and towns are within reach - examples being old Hansa town Tallinn in Estonia, Stockholm in Sweden and St. Petersburg in Russia.

It is the understanding of NORDNET 2004 organizers that project management and business knowledge will play an increasingly important part in tomorrow's world. We would like to encourage all people, companies and exhibitors involved in project business or research as well as people working in project-oriented companies to come and develop the project management field by sharing their experiences.

Please invest in the development of your competence and knowledge and reserve already 29.9.-02.10.2004 from your calendar for NORDNET 2004. Helsinki and Finland welcome you!

Further information:
www.nordnet2004.com

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Conference office:
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Conference venue:
Radisson SAS Royal Hotel, Helsinki,
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