

Newsletter, 1st Quarter 2005

## MILES SHEPHERD HANDS OVER IPMA BEACON TO ADESH JAIN

On January 14, 2005 during the meeting of the Executive Board in Delft, the Netherlands, Miles Shepherd handed over the Presidency of the IPMA to Adesh Jain, who has previously served a fruitful three terms as the VP, IPMA. Adesh is the Honorary President of Project Management Associates, India and is the Programme Director of the IPMA World Congress scheduled to be held in New Delhi, India between 13-16 November 2005.

Adesh, while accepting the medal from Miles promised to uphold the founding principles of IPMA and vowed to make IPMA a dynamic and vibrant organization to promote Project Management worldwide. In carrying out this mission, he called for support from all past office bearers, the current ExBo, the member associations of IPMA and the project management community at large.



Adesh Jain (PMA, India): President (left)  
Miles Shepherd (APM, United Kingdom): chairman Council (right)

### Other ExBo members 2005-2006:



Daniel Scheifele  
(SPM,  
Switzerland):  
deputy chairman  
Council



Veikko Väilä  
(PMAF,  
Finland): vice  
president



Ed Naughton  
(IPMI, Ireland):  
vice president



Otto Zieglmeier  
(GPM,  
Germany): vice  
president



Qian Fupei (PMRC, China): vice  
president



Gerard Geurtjens  
(PMI,  
Netherlands):  
vice president



Brigitte Schaden  
PMA, Austria):  
vice president



Secretariat  
(Christianne  
Janssens, MOS)

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### Information from secretariat:

New logo: 40 years IPMA. This logo marks the 40 years jubilee of IPMA, which will be commemorated especially at the World Congress in India.



**International  
Project  
Management  
Association**

New Corporate member: H2i, Hornagold & Hills international Lebanon

Individual members as of July 2004:

Palitha	Kurrupparachchi	Australia
Bryan	McConachy	Canada
Chang Woo	Park	Korea
Mosunmola	Oladeinde	Nigeria
Habib	Shakiba	Iran
Aydin	Meric	Turkey
Grant	Kerr	Canada
Jihad	Raad	Lebanon
Thamer	Al-Qudaimi	Saudi Arabia
Natalija	Kilikeviciene	Lithuania
Maytam	Al-Khairulla	United Arab Emirates



**International  
Project  
Management  
Association**

Deadline next issue: May 15<sup>th</sup> 2005

# REPORT ON THE III IPMA-ICEC INTERNATIONAL EXPERT SEMINAR

## 1. INTRODUCTION

The **III IPMA-ICEC International Expert Seminar and the VIII International Congress on Project Engineering** were held jointly from 7 to 8 of October of 2004 the first, and from 6 to 8 of October the second, both in Bilbao.

The Expert Seminar was organized by AEIPRO and by the Area of Engineering Projects of the *Universidad del País Vasco/Euskal Herriko Unibertsitatea*, taking also part the *Escuela Superior de Ingeniería de Bilbao/Bilboko Ingeniaritzaren Goi Eskola* and giving support to the event without any reserve. IPMA (International Project Management Association) as well as the ICEC (International Cost Engineering Council) worked also as organizers, giving support to the activities by means of disseminating the information through their web pages, giving information to the National Associations across the World and giving data about attendants to similar scientific events.

This has been the first scientific activity dealing with Project Management and Engineering Costs, held in Spain, having the official support of both International Organizations. During previous Congresses, the subject of Project Management was treated as a specific Thematic Area, appearing now as an exclusive event.



Reception of Attendants

There is a growing need of disseminating thematic areas related with Project Management, and if this is done with the participation of a high number of international experts, much better.

Taking advantage of the gathering for the Expert Seminar, IPMA programmed also a Council Meeting as well as several Committee Meetings, from October 9 to October 11, making easier the presence of relevant personalities of the Association who had attended the Expert Seminar sessions. 57 representatives from about 35 National Associations arrived from all around the world. These meetings were held at the *Colegio Oficial de Ingenieros Industriales de Bizkaia*.

Because all the above, the general Organization was somewhat more complex than de standard one, since two aperture sessions had to be held, one for the Congress in October 6, and another one for the Seminar in October 7, as well as a unique joint Closure Session in October 8.

The total attendance to the Expert Seminary, taking into account keynote speakers, paper presenters, participants in panel presentations, and delegates of sponsors, was near 60 people.

Opening and Closure activities were performed at the Aula Magna of the *Escuela Superior de Ingeniería de Bilbao/Bilboko Ingeniaritzaren Goi Eskola*, and the rest of the activities, in the facilities of the International Fair of Bilbao

## 2. III IPMA-ICEC INTERNATIONAL EXPERT SEMINAR

The Opening Session of the Expert Seminar was held the 7 of October of 2004, under the direction of Mr. Agustín Iturriaga, Chairman of the "*Colegio Oficial de Ingenieros Industriales de Bizkaia*" jointly with Mr. Ernesto Cilleruelo, Vice director of the "*Escuela Superior de Ingeniería de Bilbao*", Mr. Juan Luis Cano President of AEIPRO, and Mr. Javier Caamaño Eraso Chairman of the Organizing Committee.

The Opening Session was held at the Aula Magna of the *Escuela Superior de Ingeniería de Bilbao/Bilboko Ingeniaritzaren Goi Eskola*.

The Opening Speech, was given by Doctor Lynn Crawford, from the University of Technology of Sydney, under the title of "Strategic Delivery Capability. The challenge of Project Management". This topic was also included within the program of the VIII International Congress on Project Engineering.



Lecture of Dr. Lynn Crawford

The afternoon of the same day Doctor Hans Knoepfel, Vice-president of IPMA, presented the work entitled "Project Management Quality".



Lecture of Mr. Hans Knoepfel

On Friday October 8<sup>th</sup> a Session-Panel on "Project Management Education" with the participation of experts on the topic took place.

The joint Closure Speech, for the Congress and Expert Seminar, was given by Mr. Eduardo Serrano, Operational Director of SENER on "Multiproject Management"

On Friday 8, also were performed two joint technical trips for the Congress and Expert Seminar, the first to the facilities of *Zabalgarbi Vaste Incinerator* and the second to *Euskaltelium*, where were shown the last advances in Information and Communication Technologies.

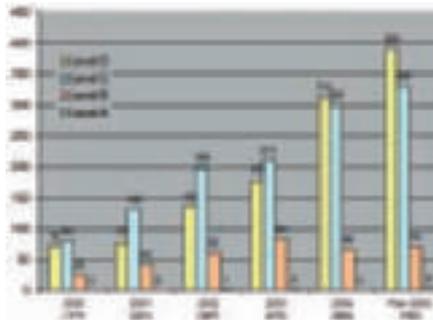
A total of 37 papers, from five thematic areas, were presented, from which 12 were written in English and the rest in Spanish; 26 papers were conveyed through oral presentation during 6 sessions the Thursday 7 and the Friday 8 of October (this last day only during the morning). The rest of the papers were presented in poster sessions.

From the organization point of view, AEIPRO has developed a specific package within his own web pages, to help the management of Congresses, issuing calls for abstracts, collecting papers, and so on. The fine-tuning of such package has produced delays in the publication of the Proceedings and of the CD-ROMs of the Expert Seminar.

D. Juan L. Cano

Chairman of AEIPRO

2004 was a successful year for PROJEKT MANAGEMENT AUSTRIA (**pma**) in many aspects: about 700 new certified project managers, over 100 new members and about 700 guests at events organized by the Austrian member association of IPMA really are a satisfying reason to start the new year highly motivated! Please refer to the last issue of the IPMA newsletter for a review of pma's main event last year – pma focus 2004.



With more than 2.000 certified project managers, Austria now is on the 3<sup>rd</sup> position of the international ranking of certifying countries (behind China and Germany). About 700 PM-professionals (66 level B, 300 level C and 314 level D) have proven their knowledge and experience by becoming certified Project Managers. Mentioning the comparatively small population of Austria, this probably is the most efficient way of fulfilling the purpose of the association - promoting Project Management as a profession!

Being an interesting platform for members and all others persons interested in Project Management, **pma** will continue its attractive offer of services and events. Just to mention one event – pma focus 2005 will take place September 21<sup>st</sup> and 22<sup>nd</sup>, 2005 and cover the interesting topic of “Linie.Macht.Projekte.”, to be translated as “Line.Power.Projects.” – if you’re

interested in the area of conflict between line-organisation and project management, please refer to our homepage ([www.p-m-a.at](http://www.p-m-a.at)) for more details and register soon!

In January **pma** has introduced a new version of “pm baseline”, the national competence baseline, which was revised and updated. The focus of the new version is on offering the competence baseline for hands-on deployment but also assuring the high level of quality in certification.

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[www.p-m-a.at](http://www.p-m-a.at)

Mag. (F.H.) Horst Illek

## AzPMA: Intellect 2004

Azerbaijan Project Management Association (AzPMA) held a competition on the “Project Excellence” and awarded a prize of a year “Intellect 2004”.

With a view of general recognition of the companies’ activity, working for the welfare of the Native Land, developing its economy and basing on the marketing researches held in this year, AzPMA held a competition on “Project Excellence” and awarded a prize of a year “Intellect 2004”.

The award is given to the project team that has achieved the best results among the prize winners, making the most successful representative of project management. The “AzPMA Azerbaijan Project Management Association” supports professional project management in achieving high performance in projects and identifies projects as examples of excellent project management.

The “Project Excellence” model assesses nine criteria divided into two sections, Project Management and Project Results. The “Project Excellence” model helps a project team reflect its own strengths and potential improvement areas. It also helps the team understand the assessment process for the “AzPMA Azerbaijan Project Management Association”.

The competition is held on the following nominations:

- Information Technologies
- Telecommunications
- Medium and Small Business
- Show-Business
- Social and Economic Sphere
- Mass Measures Construction

On instituting a prize of a year “Intellect 2004”, practically the whole spectrum of the modern, developing Azerbaijan Society was covered. That is why, amongst the nominations naturally were “Bank Business”, “Culture”, “Medicine”, “Technologies”, “Service”, etc. On summing up the opinions and recommendations of the wide range of specialists on projects were taken into consideration. According to the result of the competition the winners on each nomination got prizes and diplomas, established by AzPMA and “IT Magazine”. The distinguishing feature of this competition was that it was the first time in the Republic the prize could be awarded not only to the company or organization of Azerbaijan Republic, but also the representatives of foreign countries.

On the nomination of “Telecommunication” the winners were:  
SP “AzEuroTel”;  
PO “Aztelekom”;  
“AzStarNet”;  
“Azercell Telecom”;  
SP “Catel”;  
“Karat L.T”, etc.

On the nomination of “Information Technologies” the prizes were awarded to:  
“New Technology Corporation”;  
“Ultra Computers”;  
“Bestcom Group”;  
“M-Dizayn Company”;  
“Azerbaijan Electronics Company”;  
“Sinam Company”, etc.

On the nomination of “Medium and Small Business” the prizes were presented to:



“Azersun Holding”;  
“Ataholding”;  
“Caspi-Yildiz”;  
NJT-2000”, etc.

Among the winners were also on nominations: “Education”- Modern Complex of Education named after Heydar Aliyev;  
“Media”-Lider TV;  
“Insurance”- Azerbaijan Society of Insurers, International Insurance Company;  
“Service”- Anadolu Restaurants net;  
“Culture”-Rain Sultanov, Javan Zeynalli;  
“Economics Development”- “Murphy Company”;  
“Show-Business”-Murad Dadashov, etc.  
From the representatives of the foreign countries the winner was the branch of the Intel Company in Transcaucasia and Asia in the person of Kirill Tokarev.  
The prize is expected to be awarded annually.

dr. Iqbal Babayev  
president of AzPMA

## New National Competence Baseline for Scandinavia

For the first time in IPMA's history three National Associations have been working together on issuing a joint *National Competence Baseline*. The outcome is a new NCB for Scandinavia, which is published jointly in February 2005 by the Project Management Associations in Denmark, Norway and Sweden.

The take-off for the development was the Danish NCB published in 2002. After more than a year of intensive co-operation the new 160 page NCB is published in English with the title "*Competencies in Project Management*".

One criterion for the development has been to reflect the contents of the ICB – *IPMA Competence Baseline*. Another criterion has been to reflect new trends in project management and aspects of project management, which we consider to be essential for the management of projects in Scandinavia.

The *NCB for Scandinavia* is structured according to three aspect of competent project management:

- Performing appropriate **leadership behaviour** in projects.
- Competencies in **method application** which support the management performance.
- Competencies in **experience application** when performing project management.

The logo of the NCB illustrates that the three aspects are interacting. In addition the logo intends to indicate that *leadership behaviour* is the prime competence – which is supported by experience and method applications.

### Leadership behaviour competencies

In addition to using the logo to emphasise

the need for behavioural competencies, the *NCB for Scandinavia* introduces an extensive tool for *self-assessing leadership behaviour*.

The frame for the assessment is ten behavioural elements, which are further divided into some fifty sub-elements. To support a firm assessment we have developed a definition – a ten-level-scale.

### Method application competencies

In addition to the classic project management element defined in the ICB, the chapter on method application has been extended or nuanced by the following method elements:

- Plan the specific project management effort.
- Evaluate the performed project management.
- Facilitate the project management processes.
- Handle anchoring with determining parties.
- Provide staffing to the project organisation.
- Establish infrastructure for communication.
- Promote personnel competencies and learning.
- Perform personal leadership and coaching.
- Handle strategic management processes.
- Handle the portfolio management processes.
- Handle the management of a programme.
- Develop project management professionalism.

The section on method application is in total divided into 34 competence

elements. Each of these is divided into some six sub elements. This means that the full application of the tool implies that you are scoring your explicit knowledge and practical experience for some 200 sub-elements.

To support a nuanced assessment we have developed a specification of two ten-level scale for explicit knowledge and practical experience. Furthermore, the tool includes that you – for each element – should verify your assessment by referring to sources of your peek knowledge respectively your peek application in practice.

### Experience application competencies

The experience part of the book gives guidelines for listing and classifying the projects from which you have gained your experience in managing projects. A special feature is the tool for characterising the management complexity of a project.

You will also find a method and form for analysing challenges of managing your past projects and for extracting learning from your performance as a project manager.

When developing the *NCB for Scandinavia* we have consciously included detailed tools and features, which we have not seen in other National Competence Baselines. The reason for this is twofold:

- One reason is to promote a nuanced assessment of candidates for IPMA Certification in the Scandinavian countries.
- The other reason is that we want to promote that the application of the NCB for self-assessment in itself will boost the competence level of the user of the tool.

In addition to the 160 pages the book *Competencies in Project Management* includes a CD with the self-assessment forms in Word and Excel. The price of the tool is € 60 plus VAT.

The book can be ordered trough [info@projektforeningen.dk](mailto:info@projektforeningen.dk) or by mail to: Association of Danish Project Management, Saettedammen 4, DK 3400 Hilleroed, Denmark.

You are also welcome to contact the under signer who have edited the book in corporation with representatives from the three associations.

Morten Fangel  
[mf@projektforeningen.dk](mailto:mf@projektforeningen.dk)



## SPR agreement with DNV about certification

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It was announced to NAs that IPMA had started discussion with DNV about possibility to come to an agreement about certification. After one year it seemed, there was no significant progress and therefore in autumn 2003, NAs were encouraged to enter into negotiation with DNV directly on national level.

DNV Czech Republic, after first unofficial contact, expressed interest in such agreement. This led to the first official meeting between DNV Czech Republic director and representative of SPR during early spring of 2004. Time frame and communication channels had been agreed so that trilateral meeting among DNV Netherlands, DNV Czech Republic and SPR was held in Prague, July 2004. The meeting was decisive point of the whole process.

Responsibilities and schedule of necessary steps has been agreed with target for contract signature – end of 2004.

Unfortunately, even though intention to come to an agreement with DNV was approved by General Assembly a year ago, opposition occurred. Crucial problem was intended change in prices of all levels of certificates.

It was necessary to explain clearly to our members all aspects leading to such unpopular change. Prices being gradually enforced by IPMA were used as one extreme, our contemporary one as another extreme. Our final proposal is to

raise prices four consecutive years, reaching similar price level (not same) as in the Netherlands. Such compromise has been accepted both, by our members, as well as our partners from DNV and the Agreement was signed with effective date of March 1st, 2005.

Validation process of Czech Certification Body

Intention to validate our process dates back to end of 2002 and outbreak of 2003, to the moment we had reached accreditation from Czech Institute for Accreditation, based on CSN EN 45 013 and first audit successfully passed. Unfortunately, it was exactly the moment, when several other validations had been under progress and a „queue“ for next terms occurred. Taking it into consideration, we addressed unofficially IPMA with request in September 2003 with formal request in writing shortly afterwards. Official communication between validators and our certification board (CO) started during February 2004, followed by exchange of basic documentation. As Czech language is not quite common and only part of document sent to IPMA was in English, SPR provided translation of almost all documents into English, what might be useful for other purposes in the future. As it took necessary time, our intended target – June 2004 – had to be modified and some sound date for visit of validators

had to be mutually agreed. As, by all parties acceptable date of visit December 20th and 21st have been finally agreed. Validation itself was performed in Brno, most of the time in premises of Sportovní akademie (training centre of one of the largest banks in Czech Republic), where certifications are normally performed, partly in CO office. Main participants – validation committee – Brigitte Schaden, Erhard Mozel, CO – Lubos Vrestal, Miroslav Franz, Karolina Kostalova, assessors – Petr Chlupaty, Zdenko Stanicek.

62 points had been checked, resulting in several recommendations for action type a) and b) respectively. Some items are quite easy to remove, some will be quite time consuming. There was an action plan prepared, defining dates and responsibilities for each particular recommendation.

We consider our validation as successful, bring us feedback enough early, not to conserve improper processes, but to rectify and correct them before they would „get deep under the skin“ of all parties involved. Corrective effort in later stage might be more difficult. Finally, I would like to express our thanks to all participants as the event took place in the hectic days, when Christmas, with all consequences, is event number one.

For SPR – Petr Chlupaty (vice-president)

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## INDIA BECKONS: 19<sup>TH</sup> IPMA WORLD CONGRESS

There is a compelling reason to come to India this November. The opportunity is twofold: the 19<sup>th</sup> IPMA World Congress titled 'Vision to Reality - the project management way' to be held between 13-16 November 2005 and the chance to visit incredible India - at her fantastic best in November.

Congress sponsors include ONGC, India's oil giant and Infosys, a world software leader. Two Indian states have become partner states and 38 industry associations of India have pledged support as associates of the congress. Besides this, 8 associations from abroad including ICEC with a presence in over 40 countries, and other associations from countries such as Japan, Australia, UK and Korea support for the event.

The four days of the World Congress guarantee you the right mix of business and pleasure - high-voltage technical sessions, special events, the vibrant celebrations of IPMA's 40<sup>th</sup> anniversary, the much-awaited IPMA International Project Management Award 2005, besides innovative programmes for accompanying persons and many tour programmes that promise to keep you busy.

Featuring a special Invited Address by Prof Ervin Laszlo - one of the foremost exponents of systems philosophy besides 6 keynote presentations by speakers such as Dr. Jurgen Schloss of Siemens, 3 panel discussions and 60 paper presentations from over 40 countries.

The 15<sup>th</sup> Global PM Forum (GPMF), expected to draw over 100 delegates, will precede the congress on November 12, 2005. IPMA's 3-day Young Crew Workshop (Nov 10-12) as usual is going to be another major highlight of the world congress where we expect over 100 professionals from 30 countries.

At the 40<sup>th</sup> anniversary of IPMA, let us all come together in Delhi and make this World Congress a true get-together of the IPMA family along with a confluence of PM professionals from all over the world.

**MARK YOUR CALENDER NOW!**

## IPMA PM Award Assessor Training in New Delhi, Warsaw and Frankfurt

Reports by Otto Zieglmeier, Gilles Caupin (New Delhi), Martina Huemann, Mary McKinlay (Frankfurt), Alan Harpham, Nino Grau (Warsaw) all trainers of the IPMA PM Award Assessor Training.

### First Assessor Training in New Delhi, India (19-21 Jan. 2005)

Otto Zieglmeier, IPMA Vice President and Chairman of the IPMA Award Management Board, together with Gilles Caupin, Chairman IPMA Certification Validation Management Board, very successfully conducted a 3 day International Workshop for becoming Assessors for IPMA's International Project Management Award 2005 attended by 20 top professionals from Germany, Malaysia, UAE and India from 19-21st January 2005 in New Delhi, India. This is the first time that a workshop of such a nature is being held in Asia.



*E. Drozd, G. Dzwonnik, S. Gasik, M.F. Grechi, C. Holm, Z. Kosakowski, M. Pacewicz, S. Sroka, L. Stasto, J. Stawicki, G. Szalajko, J. Szych, M. Tereszkiwicz, T. Wiatr, K. Witkowski, E. Sarzydska, A. Harpham, N. Grau.*



*Sitting l-r: K. Anjaneyulu, K.M. Bansal, G. Caupin, B. Cagnell, V.P.C. Dharaniraj, K.K. Goyal, S. Jaggia, A. Jain, R. Jain, S. Nair,  
Standing: D.P. Marria, R. Nair, K. Nataraj, S. D. Navare, G. Prakash, K. Raman, T. Sankaralingam, K. Satyanarayana, S. Sethi, S. Majumdar, K.V.K. Kumar, O. Zieglmeier, O. Scherer*

### Second IPMA PM Award Assessor Training in Warsaw, Poland (22-23 Jan. 2005)

In preparation for the IPMA PM Award 2005 our well reputed senior trainers Alan Harpham and Nino Grau conducted the first ever training in Eastern Europe. Although the Assessor pool already comprises many high level Assessors from Eastern European Countries from previous years, this training in Warsaw was to cope with the ever increasing developments of advanced Project Management in Eastern Europe. The feedback from tutors and participants reflected a very successful and enjoyable workshop session. The mix of colleagues from Poland of course and Italy, Germany, Ukraine and Russia was a good basis for solid hypothetical assessor teams for future Award applications.

Stanislaw Sroka, President of the fastest growing IPMA Member Association SPMP Poland, Winner of many Polish Management Prizes, IPMA PM Award Prize Winner in 2002

and IPMA PM Award Jury Member since 2003 also participated and reported great satisfaction by the participants. This was particularly valuable because also at this event high level participants were significantly adding to the quality list of the potential IPMA PM Award Assessors.

Alan and Nino praised the good preparation and hosting by SPMP and underlined the good spirit in the teams which is a most important asset for the real assessment job.

### IPMA PM Award Assessor Training in Frankfurt, Germany (29-30 Jan. 2005)

Twenty-six individuals, representing nine different nationalities met in snowy Frankfurt for the last weekend of January 2005. No, these were not delegates to one of the three Trade Fairs at that time nor were they there just to sample the delights of the Frankfurt social scene, this was HARD WORK. 24 trainee assessors led by two

tutors were preparing for the 2005 IPMA Award.

Their objectives were to understand the Project Excellence Model, the IPMA Award process and to share experience from previous awards and their own business lives. In the course of the activity, they started to develop the rapport that will help to make the 2005 Award run smoothly.

Teamwork was the keynote; the focus was on understanding rather than calculations, making use of the variety of skills available to the team to add value to the process and listening to each others ideas. All these things meant that by Sunday afternoon, we had a great collection of individuals working together.



Greetings to you all, Bernhard Haring, Michael Browne, Erik Mansson, Franz Obermoser, Gebke van Gaal, John Roos, Martin Schoch, Frank Peter, Claudia Gruber, Ulrich Lein, Graham Woodward, Terry Williams, Ezela Evens, Bernhard Graeb, Lena Tzavara, Reinhard Kniest, Christopher Harding, Sonja Ellmann, Benjamin Keller, Michael Pfannkuchen, Andreas Dalluege, Gabriele Danzebrink. Special thanks to our host the "Deutsche Bank Bauspar AG", to Markus Albrecht and Katja Frede (GPM German Association for Project Management) for their organising work – including guiding us around Frankfurt for Saturday evening. You were all hardworking, deep thinking and a pleasure to work with.



Dear Friends of the IPMA PM Award, the Project 2005 is on time, on budget and the processes are advancing in good quality as Dr. Michael Gessler, the Project Manager of the Award 2005 reports. All three assessor trainings have been successfully completed and Award Project applications are being announced. It is my pleasure to thank the organizers, trainers and of course the trained assessors for their special contributions. We are well prepared for this years benchmarking process which will have its summit at the Award Gala on November 15th at the IPMA World Congress on Project Management in New Delhi. We have great support from Indian Industry, Academic World and Government as you can see at [www.ipmacongress.org](http://www.ipmacongress.org) During an evening presentation Minister Mr Oscar Fernandes of the Indian Government underlined the importance and great opportunity of the World Congress with the PM Award for India.

Logo of the World Congress, the Bahai Temple, a symbol for equal peace for all.

With the Assessor training for the Award 2005 IPMA has achieved 4 new important milestones. First ever Assessor training outside Europe and first time in India conducted by Frenchman Gilles and German Otto, first ever training by our first all female trainer team Austrian Martina and English Mary, first ever training in Eastern Europe by British Alan and German Nino. And we have prepared 60 experts for the Assessment Job in 2005. Since the first training in 2001 IPMA now has trained a total of 152 experts from 23 countries. Following Ex President Miles Shepherd who participated in 2002 our new President Adesh Jain very actively participated with his certificated wife Rushira at the Assessor training workshop in India. Looking forward to seeing you all latest at the Award Gala in New Delhi.



Minister Fernandes, A. Jain, G. Caupin, O. Zieglmeier and two officials from the Ministry.

Otto Zieglmeier  
Director of the IPMA International Project Management Award



Bahai Temple Delhi

We visited the Congress Centre where the stage is waiting for the Award Ceremony on 15 November and other monuments like the

## Extensive Support for IPMA Project Management Award & 4Level Certification in India

Otto Zieglmeier and Gilles Caupin have visited India and gave us (the 19th World Congress team) an extensive support. The steps of their voyage have been:

On **January 18<sup>th</sup>** meeting with delegates of Petrotech Congress, one of the largest Congresses held in India on petroleum industry. Mr M K Dalal, Chairman of Engineers India Ltd, India's premier engineering consultancy organization, chaired the session. Mr Dalal lauded the efforts of IPMA in developing the concepts of certification and expressed his support for the same.

On **January 19<sup>th</sup>** elite gathering of Directors and Chairpersons besides senior officials of the Ministry of Programme Implementation. This event was chaired by Mr Oscar Fernandes, Minister of

Programme Implementation, and Government of India. Otto talked about the project excellence model and the global trends in project management. Gilles talked about the trends and growth of IPMA 4 Level Certification. Mr Fernandes while thanking the speakers for their valuable inputs expressed his support for project management certification and exhorted the companies to participate in the competition for the IPMA Project Excellence Award.

On **January 20<sup>th</sup>**, presentation in the Confederation of Indian Industry (CII), India's premier industry association which was attended by over 40 top industry and management professionals. The session was highly interactive and dignitaries present exchanged views on several aspects of the project excellence

model and the need for further improvements on some of the aspects of the model.

On **January 21<sup>st</sup>**, Otto and Adesh Jain gave an excellent exposure to the 40 participants of a special talk organized by All India Management Association (AIMA), India's leading association for management education, to the imperatives of using scientific project management and the key role played by IPMA in strengthening PM profession globally. The session was chaired by Major General D N Khurana, Director General, AIMA and was attended Mr Kamal Singh, Director, AIMA amongst others.

Sushma Mair – 19<sup>th</sup> IPMA World Congress Team

## Statement of

Dr. Markus A. Zoller  
Head of Project Execution, Siemens  
Switzerland Ltd. Transportation Systems

### My motivation to become a Certified Projects Director (IPMA Level A)

I lead an organisation of 300 project managers and engineers, who are responsible for the execution of a portfolio of approx. 200 rail automation projects mainly in Switzerland but also abroad.

After having been certified as a project manager IPMA Level B in 2001 myself, I expected my project managers to follow. In the meantime more than 25 of them achieved the certification of IPMA Level B or C. When the Swiss certification body



VZPM introduced the IPMA Level A in early 2004, I decided to go for it.

The basis for this decision was

- the motivation to act as a role model for my employees,
- the intention to demonstrate best in class project management standards to our customers and
- the target to learn myself by reflecting my management principles in the project directors report.

The success of a project or a project portfolio very much depends on the people leading it. I am convinced that the nomination of certified project managers and certified project portfolio managers clearly results in a significantly increased potential for project success.

Zurich, 3<sup>rd</sup> February 2005

## Masters on Cranefield College, South Africa

Cranefield College of Project and Programme Management recently celebrated the first graduation of students from its Masters programme. The programme has four modules, focusing on leadership and management research methodologies, strategic value chain management, advanced case learning in project and programme management and work context dissertation. The students hailed from a variety of professional backgrounds, each bringing a fresh perspective on this dynamic and growing discipline through their dissertations.

### The 5 students

**Stanley Mpofo** has impressive experience in the IT field, and has skills in both the technical and project management aspects of the industry. Mpofo is currently employed by Eskom, where his duties have included the design of a project methodology for Generation Information Management at the company's head office. Mpofo has proved his skills in project management a number of times; his impressive portfolio includes involvement in the Generation SAP Disaster Recovery as well as management of a number of projects for Arivia.com. Mpofo's dissertation focused on identifying the challenges encountered by South African-based organisations when implementing projects beyond the country's borders. He found that a systematic connection exists between the top quartile scale causes: corruption, bureaucracy, poor telecommunication infrastructures, lack of transparency, payment delays, political interference, security, logistics and infrastructure.

Mpofo concludes that, although colonisation is often blamed for such problems, there is, in fact, a lack of leadership maturity.

**Chris Brits** is a director of financial and risk services provider, Alexander Forbes. His distinguished career has seen him assume many roles in the field of risk management, many with a focus on project management. Brits' dissertation is titled 'Improving project management performance through harnessing intellectual capital,' and examines the impact of employee abilities on an organisation's change management project. Brits found that, by assigning individuals to certain projects on the basis of their cognitive, conative and emotional strengths, they were more likely to achieve success.

**Samantha Copeland's** dissertation explored the effect of leadership, and its role in the sphere of project management. Copeland already has considerable experience in this area, having worked as a project manager for seven years. Her expertise lies especially in the IT and telecommunications industries. Copeland was able to call on this experience to examine how project leaders may be required to maintain and inspire motivation and passion among team members. Their ability to do this often affects the success of a project.

**Shaan Watkins'** experience in project management stretches back to 1998, when he was employed by BSW Data as a project manager. Since then, he has held

similar positions in various companies, including Dimension Data South Africa. He is currently head of Technology and Programme Management at Sage Life. For his dissertation, Watkins elected to illustrate how project managed strategic outsourcing can act as a powerful tool for organisational transformation, helping an organisation to achieve its strategic objectives.

**James Sikiti** is no stranger to project management, having already attained advanced and post graduate diplomas in this field. Sikiti has put these skills to good use, most recently as a Project and Management Engineer at BP Southern Africa and, since 2004, as Chief Executive officer of JX Project management Services. Sikiti conducted a study of the new and changing business environment, and how organisations can adapt to new contexts by managing knowledge and intellectual capital through projects and programmes, as part of his dissertation.

**Ilona Wilken** used her dissertation to investigate how matching an employee's talents and job requirements can result in increased productivity and better performance. This was particularly relevant in view of the fact that many organisations are finding that employees are not, in fact, well suited to their jobs. Wilkens concluded that leadership which strives to build on individuals' strengths can impact on a company's sustainable growth by enabling project teams to deliver project on time, in a cost effective manner.

# INTERNATIONAL SYMPOSIUM

«Project Management: Business, Ideas, Practice».

“Competent Project Management – Investment into the Future”

St. Petersburg, Russia, May 16 – 20, 2005.

The Russian Project Management Association SOVNET, the International Project Management Association (IPMA), Global Performance Based Standards for Project Management Personnel Working Group (GPBS WG) with the support and assistance of a number of international and national public and professional organizations, companies and institutions, are proud to announce the International Symposium on Project Management “PROJECT MANAGEMENT: BUSINESS, IDEAS, PRACTICE” to be held in St Petersburg, Russia May 16– 20, 2005.

## SYMPOSIUM GOALS AND OBJECTIVES

- Consider the issues of global cooperation in order to work out new concepts, methodologies, standards, tools and models to adapt to dynamic and turbulent social and economic conditions.
- Realize the potential, discover new applications and broaden the geographical scope of the efficient use of professional project management.
- Learn about advanced state-of-the-art practice and share experience in the field of project management.
- Promote and stimulate co-operation and the establishment of close ties between businessmen, professional managers and others seeking to achieve success and ensure progress in business, society and state.
- Help the participants to get to know better the state of the art in education, training systems and certification for project management as the most promising professional discipline of the new millennium; discuss the prospects and objectives of creating and developing the profession and the discipline of project management as well as standardization issues related to this sphere.
- Contribute to the development of professional project management and its wide application

## SPECIAL FEATURES OF THE SYMPOSIUM

The International Symposium on Project Management “PROJECT MANAGEMENT: BUSINESS, IDEAS, PRACTICE” to be held in St Petersburg Russia May 16– 20, 2005 is special as:

- The Symposium is not so much addressed to the professional community, but more to a broader community of Russian businessmen, public figures and statesmen at the federal, regional and municipal levels.

Its goal is to improve public understanding and recognition of the role and content of professional project management; reveal and realize its potential to let it be widely applied in practice.

- The political, economical and geographical position of Russia in the modern world allows make the International Symposium a bridge between the West and the East, South and North. This will contribute to the intensive world economic cooperation and integration.

## WHO IS THE SYMPOSIUM ADDRESSED TO

- Professional practical workers active

in project management (managers of companies, project managers and experts) interested in making use of state-of-the-art technologies for business, organizational and public Programs and Projects in the different fields of industry, investment innovations, education, management and other spheres.

- Professionals seeking to develop this discipline and tools for project management (research, educational, professional organizations, companies, companies developing products and providing service in the field of project management).
- Specialists and organizations interested in applying project

## SYMPOSIUM MAIN STREAMS AND TOPICS

Main Streams	Session Topics
<b>1. Project and Program management Best Practices and case studies</b>	<ul style="list-style-type: none"> <li>• Energy and Utilities sector</li> <li>• Investment, Construction, Infrastructure sphere.</li> <li>• State, Public and municipal structures</li> <li>• Finance, Banking and Insurance</li> <li>• Industrial sector.</li> <li>• Transport sphere</li> <li>• Management of investment programs and business development projects.</li> </ul> <p><b>Round Table 1:</b> «Investments, Innovations, Development of North-West Region of Russia and Project Management»</p>
<b>2. Developing professional project management</b>	<ul style="list-style-type: none"> <li>• Methodology, methods and tools of project and program management.</li> <li>• Professional competence - Education, Training and Certification in the sphere of project management.</li> <li>• Global Standards and Enterprise Standards issues with regard to professional project management</li> </ul> <p><b>Round Table 2:</b> «Projects and People»</p>
<b>3. Dynamic Project Management and Extreme Project Management</b>	<ul style="list-style-type: none"> <li>• Uncertainty in Modern Project Management</li> <li>• Project Life Circle in Modern Project Management and Industrial Standards</li> <li>• Cross-Culture Integration in Dynamic Project management</li> <li>• Project management and overlapped Methodologies</li> <li>• Peculiarities of Extreme Projects in Russia and Extreme Project Management in the West</li> <li>• Project in Social sphere, Mass Media and culture</li> </ul> <p><b>Round Table 3:</b> «Dynamic Project Management»</p>
<b>4. Management of High Technology Programs and Projects</b>	<ul style="list-style-type: none"> <li>• Strategic programs, Megaprojects and Project Management in High Technology Companies</li> <li>• Information technologies and telecommunication.</li> <li>• Offshore programming</li> <li>• Harmonization of project management and Industrial Standards</li> </ul> <p><b>Round Table 4:</b> «Project Management Maturity Models and Strategic Project office»</p>

## PRELIMINARY SYMPOSIUM PROGRAM

<b>May 16, Monday</b>	<ul style="list-style-type: none"> <li>• Registration of Symposium participants</li> <li>• A series of pre-Symposium seminars, training and preparing for certification, master-classes, case studies</li> <li>• Global Performance Based Standards for Project Management Personnel Working Group (GPBS WG) open session.</li> <li>• Exhibition opening</li> <li>• Welcome Cocktail-party</li> </ul>
<b>May 17, Tuesday</b>	<ul style="list-style-type: none"> <li>• Registration of Symposium participants</li> <li>• Symposium Opening Ceremony</li> <li>• Symposium Program: plenary and stream sessions, round tables 1 and 4</li> <li>• Cultural Program: <ul style="list-style-type: none"> <li>o for companions (during the day)</li> <li>o Neva river tour, dinner and concert program Tour of St. Petersburg</li> </ul> </li> </ul>
<b>May 18, Wednesday</b>	<ul style="list-style-type: none"> <li>• Symposium Program: plenary and stream sessions, round tables 2 and 3</li> <li>• Symposium Closing ceremony</li> <li>• Closing of the exhibition</li> <li>• Cultural Program: <ul style="list-style-type: none"> <li>o for companions (during the day)</li> <li>o Gala Dinner for the Symposium participants with the awarding ceremony for nominations and IPMA-SOVNET Certificates presenting</li> </ul> </li> </ul>
<b>May 19, Thursday</b>	<ul style="list-style-type: none"> <li>• Post-Symposium Seminars: training, preparation for certification, training sessions, master-classes, practical cases</li> </ul>
<b>May 20, Friday</b>	<ul style="list-style-type: none"> <li>• Special tours and excursions</li> <li>• Departure</li> </ul>

## REGISTRATION FEES (in Euros)

IPMA & PMI members	550
IPMA & PMI non-members	650
Program attendance fee a (sessions only, without Welcome Cocktail Reception or Gala Dinner)	550
Companions	250
Students	200
Daily Tickets for one particular day without taking part in the social program	275

management methodologies and tools in the practical work  
Representatives of the West, the East, including countries interested in

establishing business and professional contacts in order to share experience, network, cooperate and contribute to the world integration process.

## DISCOUNTS

All discounts applicable to full registration package only. No discounts will be granted after May 1, 2005.  
Early Bird Discount - 25% until January 1, 20% until February 15, 15% until March 1, 10% until April 1, 2005.  
Team Discount - 10% for 2, registrants 15% for 3, 20% discount for 4, 25% discount for 5 registrants employed by the same company.

**Special discount for participants of PMI® Global Congress 2005-EMEA Edinburgh, Scotland 23-25 May 2005 (in condition of payment before April 15) - 20%.**

Discount for Speakers 20%.  
**Total discount is limited to 40%.**

## BENEFITS FOR SPONSORS

The amount and forms of benefits for Sponsors are widely varied depending of the category the Sponsor classifies – from the General Sponsor (€ 10,0 K) to the Sponsor of certain Symposium events (€ 1,0 K).

## EXHIBITION

During the Symposium an Exhibition will be held displaying the latest achievements and tools of project management. It will present materials on methodologies, software products for project management, engineering and consulting services, successful project management cases, investment and innovative projects, educational programs and training materials, books, magazines and other publications, etc.

## ORGANIZING COMMITTEE OF THE SYMPOSIUM

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**Additional information:**  
[www.pmsymposium2005.ru](http://www.pmsymposium2005.ru)

## “TOWARD EUROPEAN INTEGRATIONS”

### 9th International Symposium on Project Management, Zlatibor June 6-8 2005

Project Management Association of Serbia and Montenegro (YUPMA) will held 9th International Symposium on Project Management on June 6-8 2005. The main topic of the Symposium is Project Management and its role with the process of European integration regarding development of companies, business, society and state. Symposium will be a great opportunity for cross industry share of knowledge between all main industry representatives (e.g. building, health, IT, transportation, pharmaceutical etc.), and also a chance for domestic companies to become familiar with experience of other countries in transition.

This year International Symposium will take place on a mountain Zlatibor, which is one of the most beautiful mountains in Serbia. Zlatibor mountain is famous for

its streams, unpolluted air, healthy and clear water, the wonderful landscape and friendly hosts.

#### Contact information:

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## Call for papers for NORDNET 2005 Symposium

This year's Nordic symposium, NORDNET 2005 will take place in Copenhagen the 26th to 28th of October. It is organised by the Association of Danish Project Management in cooperation with the associations in Finland, Iceland, Norway and Sweden.



The frame of reference will be the new *National Competence Baseline for Scandinavia*, which is presented in another article in this IPMA Newsletter. All speakers at the symposium will on beforehand get a copy of this book, which is titled *Competencies in Project Management*.

At the symposium most plenary sessions and one stream is planned to take place in English – meanwhile the other streams are planned to take place in Scandinavia.

We welcome proposals for paper presentation at the sessions of the stream in English. For your information, the preliminary titles/themes of the four half-day modules of this stream are as follows:

- 1. Lead the project management** through planning and evaluating the management effort and organising the management phases such as preparation, start-up and close-out.
- 2. Perform the project management** which include both the overall definition of frames for the project and the ongoing management of the project execution.
- 3. Manage the corporate project processes** including handling the project oriented management functions such as PMO, the project portfolio and programs.
- 4. Perform appropriate leadership behaviour** which integrate the project process, promote the project performance and stimulate the co-operation between participants and parties.

For each module we will form a team of speakers who will co-ordinate their contributions on beforehand and will plan

how to involve the participants through groups and plenary discussions.

Furthermore, speakers will be invited to pre-workshops in Copenhagen where the coordination can take place – and where you may also act as sparring partner for other teams.

The sooner you send your proposal, the better we can fit it into the programme of the symposium. Please send to [symposiet@projektforeningen.dk](mailto:symposiet@projektforeningen.dk) or by mail to: Association of Danish Project Management, Saettedammen 4, DK 3400 Hilleroed, Denmark.

You are also welcome to contact the undersigner who are the project manager respectively the chairman of NORDNET 2005.

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**International  
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