



### Conference Prices

- Standard Fee by 1 July 590 € (+VAT 22%)
- Standard fee after 1 July 650 € (+VAT 22%)
- IPMA, ICEC & Project Management Association Finland Members fee by 1 July 540 € (+VAT 22%)
- IPMA, ICEC & Project Management Association Finland Members fee after 1 July 595 € (+VAT 22%)
- Presenters fee 295 € (+VAT 22%)
- Students fee 200 € (+VAT 22%)

**Registration and hotel reservations:**  
www.nordnet2004.com

### Conference manager:

Kai Koskinen  
kai.koskinen@rexparters.com  
tel: +358-9-2517 5455  
mobile: +358-50-358 0353  
fax: +358-9-4190 0273  
Rex Partners Ltd  
P.O. Box 534  
FIN-02151 Espoo

### Conference office:

Congreszon Ltd  
nordnet2004@congreszon.fi

### Conference venue:

Radisson SAS Royal Hotel  
Runeberginkatu 2, Helsinki  
FIN-00100 Helsinki  
Tel: +358 9 69 580  
Fax: +358 9 6958 7100  
www.radissonsas.com

### Organizers



International Association of Contract and Commercial Managers



### Main sponsors



### Co-operating organizers



International Cost Engineering Council



### Workshop sponsors



IPMA  
International  
Symposium  
29.9. – 2.10.  
2004

Radisson SAS  
Royal Hotel  
Helsinki, Finland

### Wed 29.9.2004:

- Pre-conference program
- Welcoming reception

### Thu 30.9.2004:

- Conference Day 1
- Helsinki City Reception
- Conference Dinner

### Fri 01.10.2004:

- Conference Day 2

### Sat 02.10.2004:

- Post-conference program and meetings

NORDNET CONFERENCE

# Successful project management – art, science and culture

29 September – 2 October 2004

Art of project management is a mixture of skills, methodologies and culture. NORDNET signifies the network of Nordic project management associations. Also the yearly conferences organized by the network carry the same label. Co-operation with IPMA (International Project Management Association) and ICEC (International Cost Engineering Council) guarantee a high-quality program provided by internationally experienced speakers and workshop hosts. Contract and risk management issues are highlighted by contribution from IACCM (International Association of Contract and Commercial Managers). NORDNET is a forum for exchanging project management knowledge and practical experiences. Get set and mark the event into your calendar. Welcome to Helsinki in September.

### NORDNET exhibition and sponsorship

NORDNET 2004 exhibition allows you to get more in-depth information about specific project, contract and risk management applications, tools and services provided by NORDNET Main Sponsors, co-operating organizations and other exhibitors.

There are still sponsorship and exhibitor opportunities available in conjunction with NORDNET 2004. Please contact conference manager for further information.

Please follow conference website [www.nordnet2004.com](http://www.nordnet2004.com) for further information. Detailed conference program will be updated to web pages closer to the event.



## NORDNET 2004

29 September – 02 October, 2004  
Radisson SAS Royal Hotel, Helsinki, Finland





# NORDNET 2004 Preliminary Program

## Conference Day 1, 30.9.2004

### Keynote presentations

**Competitive & Predictable Projects. What does it take?**  
Arne Liverud, Norsk Hydro, Norway

**SAS Airbus Introduction – structure and management challenges**  
Hans Christian Kolsum, Scandinavian Airlines, Sweden

**Governance: Another Foreign Object?**  
Tim Cummins, International Association of Contract and Commercial Managers (IACCM), USA



ARNE LIVERUD



HANS CHRISTIAN KOLSUM



TIM CUMMINS

### Special speakers

**Extending PM Services into Life-Cycle Management Services: an option to BOT or BOOT contracts**  
Juhani Kieras, Helsinki University of Technology, Finland

**Case Analyses of Systemic Innovations in Scandinavia and the United States**  
John E. Taylor, Stanford University, USA

**Instrument projects for Space Astronomy**  
Juhani Huovelin, University of Helsinki, Finland

**Dealing with Difficult People and Emotion in Negotiations**  
Ian Stokes, Professional Negotiations Training Ltd, UK

### Contract & Risk Management track

**International Project and Contract Management – a Corporate View**  
Jukka Leskinen, Eitel Networks Oy, Finland

**Make Full Use of Contracts in Your Project**  
Ove Tallberg, Oy O&E Tallberg Ab, Finland

**Contracts and Lawyers – Friends of the Project: Proactive Contracting for Project Success**  
Helena Haapio, Lexpert Ltd, Finland

### Project Management Streams

**PM CULTURE IN INTERNATIONAL PROJECTS & MERGING DIFFERENT ORGANIZATIONAL CULTURES**

**Multicultural Project Leadership**  
Marko Mäkilouko, Tampere Polytechnic, Finland

**DEVELOPMENT OF PM COMPETENCIES & MATURITY MODELS**

**Maturity of the Project-oriented Organization**  
Roland Gareis, Roland Gareis Consulting, Austria

**MANAGING PROJECT BUSINESS**

**Incentives in public investment projects**  
Ola Lædre, The Norwegian University of Science and Technology (NTNU), Norway

**LEADERSHIP SKILLS AND LIFECYCLE MANAGEMENT IN PROJECT BUSINESS**

**Boundary Brokering in the Competence Transfer in a Project Work Context**  
Kaj U. Koskinen, Tampere University of Technology, Finland

### Lunch

**Projects in Elektro-Slovenija; we did it our way**  
Boris Lagler, Elektro-Slovenija, Slovenia

**Applying the Concept of WYSIWYG Technology in Managing Stakeholders Expectation**  
Roslan Bin Nordin, Universiti Industri Selangor, Malaysia

**Teaching Project Management Through a Traveling Study Abroad Class**  
Scott W. Kramer, Auburn University, USA

**A working definition of a virtual project management services company**  
Wafa Alsakini, Helsinki University of Technology, Finland

**Efficient Project Start-up**  
Agnar Johansen, SINTEF Industrial Management, Norway

**Managing Teamwork in New Product Development Projects**  
Tauno Jokinen, University of Oulu, Finland

**New Insights for Visualizing Project Management**  
Kevin Forsberg, Center for Systems Management, USA

**Defining Project Communication**  
Peltoniemi Mirja, University of Oulu, Finland

**Organization-based management of a project business in capital-investment markets**  
Pekka Huovinen, Helsinki University of Technology, Finland

**Emotions in management audits of projects and programs and how to deal with them**  
Martina Huemann, University for Economics and Business Administration, Austria

**Applications and extensions of earned value management in projects**  
Frank T. Anbari, The George Washington University, USA

**Findings from questionnaire on uncertainties and general conditions in a project**  
Roger R. Stolsnes, HolteProsjekt Consulting AS, Norway

**Critical success factors for project performance**  
Olav Torp, The Norwegian University of Science and Technology (NTNU), Norway

**Project Managers and disruptive environments**  
Luis Pons Puiggròs, Universitat Politècnica de Catalunya, Spain

**The importance of confidence in project management**  
Jan Sandbacka, F-Secure Corporation, Finland

**An Investigation Into Best Practice Guidelines For Project Managers In Leading The Consultancy Team**  
Srinath Perera, University of Ulster, UK

### Workshops

**Contract and Risk Management in Project Business**  
Hosted by: IACCM (International Association of Contract and Commercial Managers)  
Workshop Sponsor: Efecte Oy

**Implementing Strategies & Project Portfolio Management**  
Hosted by: Artemis Finland Oy

**PM in Multicultural Organizations**  
Hosted by: Project Institute Finland Ltd and Projektkraft i Norden AB

**PM Training & Team Development**  
Hosted by: POHTO and University of Oulu, Learning and Research Services

### Project Management Cases

**Helsinki City Reception** City Hall of Helsinki

**Conference Dinner** Restaurant Sipuli, Helsinki

## Conference Day 2, 01.10.2004

### Keynote presentations

**Essence of International Competitiveness**  
Commissioner Erkki Liikanen, European Commission, Finland

**Closing the Strategic Vision / Implementation Gap for Competitive Advantage**  
Rod Sharman, Cadence Management Corporation, USA

**Synergies in Project Management and Contract Management Success**  
Patrick Roxbee Cox, General Motors Europe.



ERKKI LIIKANEN



ROD SHARMAN



PATRICK ROXBEE COX

### Special speakers

**Tackling Project Management Challenges in Organization**  
Mikko Rieppo, Nokia, Finland

**How Good Are We at Designing Optimal Deals?**  
Eric M. Runesson, Sandard & Partners, Sweden

**The process of Advancing Project Management in Organisations**  
Morten Fangel, Fangel Consultancy Ltd, Denmark

### Contract & Risk Management track

**Proactive or Reactive? Project Management and Contracting**  
Kerttuli Visuri, Helsinki University of Technology, Finland  
Soile Pohjonen, University of Helsinki, Finland

**Research and Study of Contract Management Skills – The Dilemma of Legal Studies**  
Soili Nystén-Haarala, University of Lapland, Finland

**People, Purpose and Process**  
Lena Nordman, Nordlegal Ltd, Finland

**Manage The Biggest Risk First: Ensure project success with clear, high-visibility communication**  
Annika Varjonen, Visual Impact, Finland  
Tony Mobbs, IBM Business Consulting Services, UK

### Project Management Streams

**PM CULTURE IN INTERNATIONAL PROJECTS & MERGING DIFFERENT ORGANIZATIONAL CULTURES**

**Managing cultural diversity in projects**  
Päivi Korhonen, ISAI Ltd, Finland

**DEVELOPMENT OF PM COMPETENCIES & MATURITY MODELS**

**A Critical View of Risk Factors Balancing**  
Hermano de Moura, Federal University of Pernambuco, Brazil

**MANAGING PROJECT BUSINESS**

**International projects – the wow and the wilderness**  
Hans-Joachim Bärstadt, Bauhaus Universität Weimar, Germany

**LEADERSHIP SKILLS AND LIFECYCLE MANAGEMENT IN PROJECT BUSINESS**

**Impact of the behavioural style on project success**  
Hanne Huuhka, Project Institute Finland Ltd, Finland

### Lunch

**Social Impact of Nuclear Decommissioning**  
Hans Joachim Zilcken, Visaginas Municipality, Lithuania

**A Comparison of North American and Norwegian Capital Asset Planning and Concept Validation Techniques and Procedures**  
John Walewski, Department of Civil Engineering, University of Texas at Austin, USA

**Many Cultures, One Vision. How to inspire project management discipline across diverse multinational organizations**  
Chris Bergerud, EcoSys Management, USA

**Improving Performances for Public Construction Projects in (least) Developing Countries**  
Björn Elvenes, Norwegian University of Science & Technology, Norway

**Centralized Control of Defense Acquisition Programs**  
John T. Dillard, Graduate School of Business and Public Policy, USA

**Training Project Professionals To Practice In Line With IPMA-Certificates and Procedures**  
Mirja Söderström, PIC Engineering Oy, Finland

**An investigation of project management body of knowledge in Chinese project manager**  
Shirui Song, University of Manchester Institute of Science and Technology (UMIST), UK

**A pragmatic study of project management for property development in Malaysia**  
Anuar Alias, Universiti Malaya, Malaysia

**Project Handbook – Written guidelines for project management in organization**  
Beata Tajjala, University of Vaasa, Finland

**Factors affecting construction project success**  
Rainer Wanninger, Technischen Universität Braunschweig, Germany

**Project flexibility, a blessing or curse?**  
Nils O.E. Olsson, The Norwegian University of Science and Technology (NTNU), Norway

**The value of flexibility in total project life – real option applications**  
Jan Rune Baugstø, Terramar AS, Norway

**Development of the Financial Mechanism for Projects Management**  
Anatoly Yakovlev, Kharkov Polytechnic Institute, Ukraine

**Analysis Of Potential Risks In Civil Infrastructure Projects In Egypt**  
Karim el Daish, College of Technological Studies, Kuwait

### Workshops

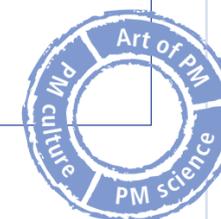
**Contract and Risk Management in Project Business**  
Hosted by: IACCM (International Association of Contract and Commercial Managers)  
Workshop Sponsor: Efecte Oy

**Change & Project Portfolio Management in Strategy Implementation**  
Hosted by: Tieturi Oy

**Managing Distributed Project Environment**  
Hosted by: Microsoft

**Weak Signals & Nurturing Innovations in PM**  
Hosted by: The Finnish Society for Futures Studies

### Project Management Cases



**NORDNET 2004 Workshops and Project Management Cases** highlight specific project management topics by case presentations, group discussions and exercises, thus giving you hands-on information and tools for your own work. Workshops are hosted by NORDNET 2004 Main Sponsors and built together with NORDNET Workshop Sponsors.

### Contract and Risk Management in Project Business

Special theme built together with IACCM (International Association of Contract and Commercial Managers). The contract and its active management are critical in preventing or controlling business risks. Roles and responsibilities are often confused in this area and the tools and techniques of the contracts, legal and project specialists are not always well understood or blended. These sessions will explain how to create better links and increase the probability of project success.



### Implementing Strategies & Project Portfolio Management

Often there seems to be a missing link between strategic planning and its implementation. How does project portfolio management help in making strategies happen and in achieving business objectives?



### Managing Distributed Project Environment

Today's projects are carried out in the environment consisting of a multitude of subcontractors, service providers and stakeholders, which often have largely different cultural backgrounds. What are concrete tools and practices that can help to overcome hidden pitfalls?



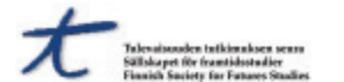
### Change & Project Portfolio Management in Strategy Implementation

Strategic objectives often involve changing company's business culture or moving into new business areas. Guiding the enterprise through times of change requires different leadership and management philosophies. How to face the challenge?



### Weak Signals & Nurturing Innovations in PM

What are the possible future scenarios, what kind of solutions are needed 5 years from now? Amount of information that needs to be handled and digested is constantly increasing. How can we identify symptoms of change that are not visible at first sight? How to change this information into innovations?



### PM in Multicultural Organizations

Do cultural differences challenge the business success in multicultural organizations and enterprises? If so, how to meet this challenge? We believe that harmonizing project culture by developing common project and project portfolio management processes, skills and tools is the key. Workshop speakers will present their experiences and real pan-Nordic company cases how these challenges have been met. Learn what is essential in developing project culture and get advice how to harmonize project management practices in multicultural organizations.



### PM Training & Team Development

Project management requires different skills from ordinary management. Teams are often built specially for the project to be undertaken. Necessary skills are a result of theoretical and practical training and experience. Can they be learned also without common trial and error method?

