



Board of Directors

President

Andrew Gerson, PMP
Director, AXA Financial
212.314.4981
Andrew.Gerson@axacs.com

Vice-President & Director of Programs

Marina Spence, PMP
Managing Partner
Omada Management Group
212.517.1795
mspence@pminyc.org

Director of Treasury & Finance

Jack Cronin, PMP
516.378.3034
jcronin474@aol.com

Director of Membership

Richard J. Fisher
Montefiore Medical Center
RFisher@Montefiore.org

Director of Administration

Anita Dhir
adhir@sprintmail.com

Director of Internet Communications

Frank A. Stillo, PMP
One World, Inc.
fstillo@pminyc.org

Director of Professional Development

Rich Nerzig, PMP
Vice President, York Research Corp
merzig@yorkresearch.com

Programs and Committees

Breakfast Roundtable Program Manager

Cynthia Simeone, PMP
cynthiasimeone@hotmail.com

Mentoring Program Manager

Tobi Andrews, PMP
tandrews@pminyc.org

Publications Program Manager

Laurence Gagler
LaurenceGagler@att.net

September 11th Committee Chair

Paul L. Eichel
peichel@pminyc.org

Governance Committee Acting Chair

Tracy E. Holst
tehnewyork@aol.com

Immediate Past President

Frank Saladis, PMP
SaladisPMP@msn.com

Project Management Maturity & ROI by Dr. Young Hoon Kwak

Current Status of Project Management

Corporate organizations are facing enormous competitive pressures these days. New markets are hard to penetrate, technology is rapidly evolving, organizations are segmented, and experts are decentralized. Many companies are forming strategic alliances to share their knowledge and resources to produce and provide high quality product or services. In today's fast-paced business environment, the project-driven organization appears to be most attractive.

Project Management (PM) provides the tools to plan, control, monitor, track, and manage resources, schedules, costs, and quality. PM enables projects to be on the right track within limited time and budget. PM is probably the most suitable management technique that integrates planning and controlling for schedule intensive and one-of-a-kind endeavors. In today's high-risk, rapidly changing business environment, effective use of PM practices is thought to help improve an organization's competitiveness.

Each industry and even companies within the same industry have different levels of PM sophistication. Some of the reasons are the adaptation timing of PM (engineering and construction industry has long history of utilizing PM tools and techniques compared to software development), the current

market situation, and top management's commitment. Although it is not clear how much PM should be injected into a company, project managers nonetheless agree on the benefits of applying PM tools and techniques. Some of the benefits include fulfilling customer satisfaction, meeting quality standards and improving organizational effectiveness.

Generally, the implementation cost of PM practices and processes in organizations are difficult to justify beforehand. Estimating the benefits of PM processes and the cost of executing PM is hard to do in precise terms because the efficiency of current management practices is not measured. In addition, PM expenditures in terms of direct cost, training, and equipment are hard to determine because it is difficult to know how extensive the adoption of PM practices will be across the organization. Previous research in PM identified some of the qualitative benefits of PM. However, that research was very general and not helpful to managers trying to answer the hard and challenging questions that senior managers raise regarding PM expenditures and investments.

The Need to Measure Project Management Maturity

Corporate executives want to know what benefits PM will provide them. They demand a better understanding of the relationship between PM maturity and the value of the company in the business environment. Managers who try to promote PM must convince executives that implementing PM is a worthwhile investment. However, management usually has trouble providing benefits and paybacks from PM investment with our current knowledge.

The Software Engineering Institute (SEI) has developed the Capability Maturity Model (CMM) for software development that describes the key elements of an effective software process. The CMM can be used for software process improvement, process assessments, and software capability evaluations. It has been applied widely to evaluate an organization's capability to perform software engineering contracts successfully.

The *Project Management Process Maturity (PM)² Model* was developed by the Berkeley Research Team to blend the concept of PM life cycle and software development processes. This model provides an improved yardstick for determining and assessing an organization's cur-

Letter from the President

In March, Marina Spence, VP -& Director of Programs and I attended the PMI's Leadership conference. We met over 300 PMI leaders from around the nation and the world. In the past, other PMINYC Board members have attended these informative forums. At these sessions component leaders network and share best practices, participate in educational sessions and conduct business meetings including strategic breakout discussions. With the events in NYC, there is an increasing level of both national and international recognition and interest in our chapter.

This month PMI's Board of Directors representing a membership that is approaching 100,000 will meet with the PMINYC Board. The PMI's Board meets in various worldwide locations for the purpose of developing and maintaining close, positive relationships with key internal stakeholders. In order to demonstrate their support for NYC and the members of area chap-

ters, it was unanimously agreed upon to meet in NYC. In addition, at the end of the month, we will be participating in a gathering with the leadership from all of the New York State chapters. Richard Fisher, Director of Membership will represent us at the NY State meeting. Both of these meetings will provide an opportunity to informally meet and discuss opportunities and issues facing the Institute and the project management profession.

PMINYC is quickly approaching its 300th PMP and our website now gets thousands of hits a month. By providing diversified programs, we have increased our membership involvement by 100%. World class

PM talent is always on tap including Dr. Kerzner at the end of the month. Our Governance Committee is making steady progress and will provide the structure for strategic growth. PMINYC is not just about attending presentations; you can go up and down the street for that, it is about networking and shaping our PM profession and community. Please continue to be an active member in our growing PMINYC family.

Sincerely,

Andrew Gerson, PMP

PMINYC Chapter President

PROJECT IMPACT A market-driven cross-industry networking event and exposition designed to serve the needs of project professionals, process re-design experts, product development leaders and executives. Implement a process that links projects to strategy for continual growth, competitive edge, customer satisfaction and increased ROI. Whether you are new to project management, an experienced veteran or executive management, this event offers unparalleled learning, best practice sharing, products and resources that can help you right now with the challenges you are facing in today's economic climate. Visit www.iir-projectimpact.com to learn more.

PLANVIEW

Marc Jenkins
 Northeast Territory Manager
 Tel (508) 881-2914
 e-mail mjenkins@planview.com
www.planview.com
 PlanView is a registered trademark of PlanView Inc.

**"Take on another project!
 I'm not sure where we stand
 on the ones we have..."**

The Project Manager

**Get your hands around the work
 capacity of your organization -**

- Manage to your organization's capacity! True capacity includes project work, recurring work, and administrative. Real-time web access to the central repository for managers, contributors, customers, etc. for enterprise management.
- Search your resource pool for the best skill match with your project requirements. Consider availability, and the criticalness & proficiency of multiple skills. Click on the ranked list to allocate!
- We offer 100% web software with a personalized web portal, rich business logic, and a central repository, to help you manage your projects and your workforce

Call, fax or email today for our FREE CD-ROM demo!

(Continued from page 1)

rent level of PM processes and systems throughout any project life cycle. Based on the (PM)² Model, an organization's PM maturity level can be measured and compared effectively with various organizations and industries.

The (PM)² Model has already been applied in a nationwide study by the Project Management Institute's Educational Foundation back in 1997 [Benefits of Project Management by Ibbs and Kwak, 1997]. The study proves that the (PM)² model has shown to be very effective in measuring PM maturity of different organizations and industries. Furthermore, the study's method, results, findings and recommendations were widely commented upon and had a significant impact on the Project Management community.

Benefits of Measuring Project Management Maturity

The (PM)² Model provides an independent reference point on best PM practices and skills. Understanding what level of sophistication is appropriate for a specific project or environment will provide greater insight into appropriate levels of PM use. Executives will even be able to determine the necessary practices for achieving a fully project-driven organization. By presenting relationships between PM practices and project performance, it may help convince top management that PM is an appropriate management discipline in today's fast-paced, resource-limited, and highly competitive environment. The benefits to companies will be the promotion of better management practices and all the traditional benefits that accrue to a better managed organization as measured by cost-savings, productiv-

ity, time-to-market and overall efficiency and effectiveness. This model also provides benefits to strategic planning teams who plan and implement PM practices in the entire organization to achieve and maintain competitive edge. By comparing PM practices to similar or different industries, managers can assess the current PM level of their own organization and of the competition and set more realistic goals for achieving a more appropriate level of PM sophistication.


Other unique features of the (PM)² Model includes;

- Financial effectiveness is measured by retrieving and analyzing actual financial information related to PM
- Relationships between PM effectiveness and project performance (i.e., schedule, cost, quality) are sought, and
- Return on Investment of PM (PM/ROI) are derived to measure and forecast the potential benefits of PM investment

An attempt to calculate PM/ROI will assist managers to determine required future investments to achieve any specific level of PM maturity. An organization's PM Maturity level and actual project cost and schedule performance data are correlated based on the collected information. These relationships are used to forecast the potential gains possible by moving to a different PM Maturity Level. This information would be very helpful to managers who are struggling to calculate a budget to improve an organization's overall PM practices. By collecting and sharing this information all PM organizations can benefit and continuously improve their PM practices. This will convince top managers to be aware and invest more on PM practices and tools.

For more information or parties interested in future participation contact:

Dr. Young Hoon Kwak
 Assistant Professor of Project Management
 Department of Management Science
 The George Washington University
 Washington, DC 20052
 E-mail: kwak@gwu.edu
 Homepage: <http://home.gwu.edu/~kwak>




The most effective PMP® learning tools. Used by thousands to study less and learn more.

Want to Pass the PMP® Exam?

PMP® Exam Prep Book (\$89)	PMP® Exam Prep Course
PM FASTrack™ CD-ROM (\$299)	99% passing rate 2 days long requires only 40 hours study
Hot Topics Flashcards (\$34)	Project Management Tricks of the Trade™
PMP® Situational and Professional Q & A (\$40)	

info@rmcproject.com
 952-846-4484
www.rmcproject.com



PROJECTWORLD™

The art and technology of getting work done

ProjectWorld Boston
 May 13-16, 2002
 Hynes Convention Center, Boston, MA

10 Interactive Workshops
 27 Thought Provoking Conference Sessions
 80 Vendor Exhibitors
 \$1000 an Hour Giveaway!

FREE Admission to Special New England/NY PMI Chapter Party

Earn Up to 30 PDU's at ProjectWorld Boston!
 Special PMI Member Discounts on Conference Registrations!

Call 888 827 6699 or
 Go to www.projectworld.com to Register!

Lead The Way!

Certified Project Manager (CPM) and ITCPM Boot Camps

Six days of intensive, exciting and fun project management and leadership training that will prepare you to manage projects of any size and complexity. See immediate results on your projects and programs with the best project management and leadership training available.

San Antonio, Texas	February 24-March 2
West Point Academy	March 3-9
Atlanta, Georgia	March 10-17
Dallas, Texas	April 7-13
St. Louis, Missouri	April 14-20
Portland, Oregon	July 21-27
Toronto, Canada	June 16-22

"Hands down this was THE BEST training experience of my career...WOW, WOW..."
"Awesome instructors. Very highly recommended, even for experienced project managers...."
"Intense...informative...I was never, ever bored...I wanted to come back for more the next week"



"Achieving Strategic Vision Through Project Success"™

www.pmlg.com

888 252 0808 / 678 325 1100



Cheetah Learning

FREE PMP Exam Prep Toolkit® Download it now from www.cheetahlearning.com

The PMP Exam Prep Toolkit is a unique 24 page handbook filled with highly useful information to coach you through the certification process from start to finish. The Toolkit includes many valuable insider tips and insights. Best of all, it's FREE... And available immediately via download from the Cheetah Learning website. Visit www.cheetahlearning.com to find out why 30,000 professionals in project management have downloaded this toolkit.

Pass The PMP Exam in Five Days -GUARANTEED!

The Accelerated PMP Exam Prep Program is your most time and cost efficient path for exam preparation. Featuring proven accelerated adult learning techniques; it condenses 180 hours of traditional project management training into a unique five day learning experience. Candidates take the PMP exam on the last day as part of the course! ***This course satisfies the required 35 hours of project management education that PMI requires to take the exam.**

PASS THE PMP EXAM

REGISTER TODAY FOR THE COURSE IN YOUR AREA

New York City May 20 - 24

www.cheetahlearning.com or call 888-659-2013

Earn Valuable PDU's And Advance Your PM Career

Project managers and others wishing to advance their career will value IIL's skill development courses. Here's your chance to attain new skill sets and earn valuable PDUs for PMP® recertification.

Courses are conveniently scheduled in New York City at IIL's Manhattan-based Learning Center.

Visit our Website: www.iil.com to see our new eLearning products and courses.

Project Management Certificate Program: *The Kerzner Approach® to Project Management Excellence*

The #1 choice for thousands of professionals worldwide

Designed and developed by a team headed by Dr. Harold Kerzner, the "Master of Project Management." This advanced project management training program delivers the skills necessary for today's project professionals. This is a three-month-long program (two days the first two months, three days the third month). Start dates are listed. \$2,895. 46 PDU's

April 11-12	August 1-7	November 11-12
May 2-3	September 9-10	
June 18-19	October 3-4	

Also Online

MS PROJECT 2000 – Competency-Based Certification. Three levels of expertise to choose from: ORANGE BELT – for those who manage a single project, BLUE BELT – for those who manage multiple projects as a program, or BLACK BELT – for those who want to master MS Project 2000. Pick the level that's just right for you and your organization. 14 PDU's

ORANGE \$1,095	BLUE \$1,095	BLACK \$1,295
March 7-8	April 4-5	May 6-7
July 29-30	September 4-5	July 8-9
August 5-6	December 11-12	October 17-18
November 21-22		

Also Online

Project Management Fundamentals. A 2-day course designed for anyone who is responsible for managing, leading, and coordinating projects who may have limited experience working on projects. Every participant will receive a FREE copy of PM BASICS™ (a \$495 value!). \$1,295. 14 PDU's

March 25-26	August 12-13
May 8-9	October 21-22
July 17-18	November 13-14

Also Online

Project Management for Information Technology Professionals. In this 3-day course learn the project management concepts, skills and principles needed for success in an Information Technology setting. \$1,595. 21 PDU's

May 13-15	November 18-20
August 7-9	

Also Online

PMP® PREP. This intense 2-day exam prep workshop will prepare you to pass the Project Management Professional (PMP®) examination. The workshop is kept up to date with PMBOK® Guide 2000. \$995. 14 PDU's

April 8-9	October 23-24
June 3-4	December 5-6

Also Online

Project Leadership. The workshop uses a computer-aided business simulation to create an unbelievably real project environment. Workshop designed and developed by Management Worlds®. \$1,795. 28 PDU's

July 22-25	December 16-19
------------	----------------

Project Estimating and Scheduling. This course focuses on tools and techniques that have proven to lead to establishing schedules and cost estimates that are realistic. Quite simply, they work! \$1,295. 14 PDU's

June 27-28

Building a High Performance Team. Your leadership abilities will be enhanced in a major way with two powerful techniques. \$1,295. 14 PDU's

June 27-28

Conflict Resolution. Provides you with the day-to-day tools to become a highly successful person and leader according to Covey's principles. \$1,295. 14 PDU's

June 12-13 October 30 - Nov 1

Requirements Management. This is an exercise-driven, professional practice focused workshop, positioning the participant for immediate impact.. \$1,295. 14 PDU's

June 20-21

Project Contract Management. Elements and forms of the project contract, alternative negotiation strategies, contract issues, and much more. \$1,295. 14 PDU's

August 21-22

Project Management Office. Learn how to launch a Project Office in your organization by addressing all the Project Office's functions and issues. \$1,295. 14 PDU's

August 19-20

Project Risk Management. Learn a structured approach to the quantifiable aspects of risk management. \$1,295. 14 PDU's

April 18-19

October 1-2

We also offer these advanced workshops

Kerzner on Leadership. \$395. April 29, 8:30-11:30 am. 3 PDU's

Project Quality Improvement. \$1,295. May 30-21, September 24-25. 14 PDU's

Critical Chain Project Management: The TOC Approach to Planning and Managing Projects. \$1,295. June 10-11, October 28-29. 14 PDU's

Also Online

Program Management. \$1,295. September 26-27. 14 PDU's

Also Online

Managing Multiple Projects. \$1,295. August 19-20. 14 PDU's

Strategic Planning for Project Management. \$1,295. October 15-16. 14 PDU's

Project JumpStart™. \$1,595. October 9-11. 21 PDU's

For more information please contact Jennifer Herman, VP & Director of New Business Development, IIL, at 212-515-5113, fax 212-755-0777 or e-mail: jennifer.herman@iil.com. Consult with Jennifer to find the program and delivery method that is best for you and your organization.



Boston University Project Management Training

is now in New York and on Long Island



Regardless of what industry you are in, Boston University Project Management Day and Evening Programs are designed to help professionals like you to acquire new skills that will enhance your organization's project management success and prepare you to immediately increase your value at work and in the marketplace.

Proven Boston University Project Management Training:

- Seminars
- 2-3 Day Programs
- Evening Programs
- Test Preparation
- Customized Corporate Training
- On-Your Site or Our Site

Special offer for PMI members and their organizations:

10% Off 2-3 Day Programs
15% Off Evening Program.

Register by May 3 for May-September 2002 Project Management Programs

[Call for details](#)

Boston University is



Features

Flexible, day or evening schedule

Simulated environment

Seasoned, practical, caring industry Practitioners

Unique, pragmatic curriculum

Comprehensive 2-3 Day Project Management Programs

Real-world Project focus that has delivered project management programs to hundreds of professionals over the past five years

Mapped to the Project Management Body of Knowledge (PMBOK®) standards

Solid foundation for pursuit of Project Management Professional (PMP®) certification

Benefits

Convenient, focused format

No expense or risk to your company or your projects

Real-world experience you can leverage

Acquire knowledge to immediately assist you; cross-functional across all industries

Gain expertise in a specific topic, required PDU's & prepare for PM Certification Testing

Professional skills to make real contributions to your organization

Offers guidelines for how to reach Project Management standards

Preparation for highly recognized professional credential in Project Management

Do you need to Train your staff?

Call 1-877-TrainNY to schedule an appointment with one of our Corporate Account Representatives, who can assist you with designing a program that suits your needs.



1-877-TrainNY
info@TrainNY.com

www.TrainNY.com

BOSTON UNIVERSITY
EDUCATION AFFILIATE

NOVARATECH, a world class IT, Project Management and Training Solutions company has partnered with Boston University to offer proven project management training programs.

NOVARATECH
IT & TRAINING SOLUTIONS

Upcoming Programs

April 17th
5:30-8:30pm
Pre-Registration
Required

NYC Chapter Meeting Sponsored by Project World at the Verizon Building, 1095 6th Ave at 42nd Street. "7 Steps to Successful Project Scheduling" presented by Tom Westcott, PMP, President of the Boston Training Group.

April 22nd
5:30-8:30pm
Pre-Registration
Required

Career Development Network Meeting at the Verizon Building, 1095 6th Ave at 42nd Street. "Market Your Way to Success" presented by Art Feinglass, President of Access Communications Inc. Registration must be completed by Thursday, April 18th at 12 noon.

April 22 - 23

PMINYC PMP Exam Study Course will be held on April 22 and 23rd. Registration is closed

April 24
8:00-9:00am

Breakfast Roundtable: "Global Project Management – Tips and Techniques for a Successful Global Project or Program", presented by Lisa Hirsch, Program Manager for the IBM Global American Express Strategic Outsourcing Account Team. Location: the Canova Deli, 134 West 51st Street between 6th and 7th Avenues.

April 29
Pre-Registration
Required

PMINYC Sponsored Training: Strategic Leadership for Project Management led by **Dr. Harold Kerzner**. Presented by **the International Institute for Learning** in association with PMINYC. (See ad on page 8)

May 7-8
9:00am-5:00pm
Pre-Registration
Required

"The Politics of IT Project Management", a two-day workshop led by Bill Hagerup is presented by the PMINYC Chapter in association with Ouellette & Associates Consulting, Inc. Fee for PMINYC members is \$895. Fee for Non-members is \$995. To register contact Ouellette & Associates at (800) 878-4551.



Breakfast Roundtable April 24th 8:00 - 9:00 am at 134 West 51st Street

"Global Project Management – Tips and Techniques for a Successful Global Project or Program"

Our world is shrinking, or at least it appears to be. Many companies, even the traditional "mom and pop" shops, are finding value in entering global markets. But how do you insure procedural, operational and technical integrity across the globe? Simple – by hiring a project manager who understands global project organization including integrated project management functions, enablers, and global project management challenges.

Our April 24th Breakfast Roundtable focuses on "Global Project Management – Tips and Techniques for a Successful Global Project or Program." Our presenter, Lisa Hirsch, will provide insight on how to:

- Set expectations and facilitate buy-in
- Identify a global project approach
- Explain a common framework for decision making and global project management
- Identify an active leadership team required for global project coordination and transition
- Compare global vs. domestic program management challenges
- Identify the "Master Eight Checklist" to insure successful global projects

Lisa Hirsch is a Program Manager for the portfolio of projects on the IBM Global American Express Strategic Outsourcing Account Team. The team is responsible for the IT infrastructure operations and the management of all projects and programs implemented by American Express globally.

Lisa has 15 years experience as an IT professional. Her experience includes banking, finance, brokerage, telecommunications, health care, insurance, distribution and the retail industries. Lisa is an IBM Certified Executive Project Manager (CEPM), Project Management Professional (PMP), and an IBM Certified Executive Consultant (CEC).

The Roundtable will be held on Wednesday, April 24th, from 8-9 a.m. at the Canova Deli, 134 West 51st Street between 6th and 7th Avenues. No pre-registration is required. The Roundtable is open to both PMI members and non-members at no charge. If you are a PMP, you will receive 1 PDU when you attend.

If you have questions about the Roundtable, please direct them to Cynthia Simeone, PMINYC's Breakfast Roundtable Program Manager at cynthiasimeone@hotmail.com



PAI provides planning, tracking, and reporting project management tool services and training for both large and small project organizations.

To find out how our on site and remote project administration services can enhance your project management efficiency and provide significant operating savings visit

<http://www.paiwebsite.com/>

an educational service of PAI.

Project Administration Institute, Inc.
P.O. Box 974
Larchmont, N.Y. 10538-0974

or call
Ed Mahler, PMP at (914) 834-4162
Email: edmahler@paiwebsite.com
Fax: (914) 834-5248

Julio Bucatinsky can help you individually and confidentially to deal with political, organizational and other people-related project management challenges right now, or can help you prepare for anticipated challenges in the future.. He is a project management coach and organization development consultant. He teaches at the graduate school of business administration at Fordham University, and was a product manager and a consultant for 26 years with IBM.

Julio.Bucatinsky@verizon.net

917-834-1138.



50 Brompton Road, Suite 3R
Great Neck, NY 11021

**First Class
U.S. Postage
PAID
Permit No. 4494
New York, NY**



Strategic Leadership For Project Management

**A LIVE Three-Hour Workshop Led by Dr. Harold Kerzner
April 29 in New York City**

*Presented by International Institute for Learning in Association With
The New York City Chapter of the Project Management Institute*

Here's your chance to interact with the individual widely recognized as the pioneer of modern project management. In this workshop Dr. Kerzner presents the strategic roles management must undertake to build and sustain successful project management efforts. Dr. Kerzner takes you step-by-step through a series of proven concepts and practices to achieve near-perfection in all your project management processes. The workshop is strategically focused and interactive.

The regular workshop price is \$395 per person. The **discounted price** for PMI members and IIL members is just **\$295 per person**. You save over 25%!!

Space is limited! For more information or to register, please contact Jennifer Herman at: +1 (212) 515-5113, or email: jennifer.herman@iil.com.



International Institute for Learning, Inc.
www.iil.com



All articles are printed with the permission of the author. The views expressed in this newsletter are not necessarily those of PMI, PMI-NYC or the Board of Directors. Please direct comments to the Editor, Laurence Gagler, at LaurenceGagler@att.net.