

About the PMI Asia Pacific e-Link

 [Download PDF Version](#)

Feature Articles

- [The New ASEAN Tiger](#)
- [Interview with the Recipient of 2014 PMI Chapter Award for Leadership](#)
- [Rethink Talent Retention](#)

Project Highlights

- [Effective Project Management is Key to Success](#)
- [QIC Extends its International Expansion into Malaysia](#)

Community Buzz

Upcoming Events

- [PMI Singapore Regional Symposium 2015](#)

Past Events

- [PMI Mongolia Chapter Inaugural Conference and Workshop on “Project Management in Emerging Economy” in Ulaanbaatar, Mongolia](#)
- [PMI Karachi Pakistan Chapter's International Project Management Day 2014](#)
- [Asia Pacific Calendar](#)

You're in Good Company

- [Membership](#)

Videos

- [How to break into project management — advice for college grads and young professionals](#)

John Challenger, CEO, Challenger, Gray & Christmas, a global expert in recruitment and talent, explains how to figure out if project management is the right career choice for you, and how to find an opportunity in the profession.

[Watch video](#)

In The News

- [PMI® Thought Leadership Series—Talent Management: Powering Strategic Initiatives in the PMO](#)

Marketplace

- [CPM Scheduling for Construction: Best Practices and Guidelines](#)
- [Project Manager Development Paths](#)

Asia Pacific Regional Service Centre

- [Contact Information](#)

- **Certification**



Do you have a successful project, a great lesson learned or a specific topic in project management you would like to see published in the PMI Asia Pacific e-Link?

[Send us your idea!](#)

Feature Articles

The New ASEAN Tiger

UNDER CONSTRUCTION

Southeast Asia's increasingly integrated economies are surging. Here are five major construction projects moving ASEAN nations forward.

1 SINGAPORE: Jurong Rock Caverns

The Jurong Rock Caverns project will free up roughly 150 acres (61 hectares) in the land-hungry city-state by building a liquid hydrocarbon storage facility 130 meters (427 feet) below ground. The first phase of the seven-year, SGD890 million project will create 1.5 million cubic meters (53 million cubic feet) of storage capacity when finished later this year.

2 THAILAND: Central Embassy mall

Retail giant Central Group is trying to position Bangkok as a luxury shopping destination with this project, which was completed in May. The THB1.8 billion mall located in the heart of Bangkok's commercial district brings several upscale global brands to Thailand for the first time.

4 INDONESIA: Tanjung Priok expansion

One of the largest public-sector projects underway in Indonesia is an expansion of the country's busiest port. Tanjung Priok, which handles more than half of Indonesia's imports and exports, is overburdened. The multiphase US\$4 billion project launched in March 2013 includes the construction of three new terminals. When complete in 2023, it will triple the port's annual shipping capacity.



3 MALAYSIA: RAPID refinery

The Refinery and Petrochemical Integrated Development (RAPID) project will be located within a complex larger than 6,000 acres (2,428 hectares) and will process 300,000 barrels of crude oil per day. Launched in May 2012, the US\$16 billion project could help transform Malaysia's Johor state into a regional petrochemical hub when completed in early 2019.

5 THE PHILIPPINES: Entertainment City Manila

This nine-year project begun in 2008 aims to position the Philippines as a vacation getaway, rivaling classic tourist destinations like Las Vegas, Nevada, USA and Monte Carlo, Monaco. Located on 100 hectares (247 acres) of reclaimed land on Manila Bay, the US\$5 billion project will include four casino resorts (the first of which opened in March 2013), condos, amusement parks, theaters, conference facilities and sports stadiums when complete in 2017.

Fueled by maturing regional supply chains and major infrastructure and urban development projects, The Association of Southeast Asian Nations' (ASEAN) is projected to become the world's fourth largest economy by 2050. With a combined GDP of US\$2.4 trillion in 2013, the region — which includes wealthy Singapore and impoverished Myanmar, as well as large emerging economies like Indonesia and the Philippines — is already a key player in the global economy.

As the area's economy grows project managers are facing new challenges, yet many organizations have been slow to adapt their project management processes. "Project management practices here mature slowly compared to Europe or North America. They're improving, but not with sufficient speed," says Shazlee Rosli, PMP, PMO lead at oil and gas company Petronas ICT, Kuala Lumpur, Malaysia, "People are too comfortable continuing in the same way." That is a problem, because static skills can put a project at risk in a rapidly changing environment.

"There is generally a shortfall of well-rounded project managers around the ASEAN region, especially when you consider the scale of infrastructure projects under development" says William Yong, vice president and managing director for Black & Veatch's water business in Southeast Asia.

The area's countries have committed to form the ASEAN Economic Community (AEC) by 2015. As part of the AEC, member nations would cooperate to develop human resources and recognise professional qualifications across borders, among other things. This may be part of the solution to the project management skills shortage.

Read the full article in the November 2014 issue of PM Network®

[Back to Top](#)

Interview with the Recipient of 2014 PMI Chapter Award for Leadership



"Ethics is a key principal to be successful in the volunteering journey & personal life."— Girish Kadam, PMP, President and CEO, PMI Pune-Deccan India Chapter

Thousands of people make time in their busy lives, amidst their careers, families and other obligations to volunteer for PMI. Why do they do it?

Asia Pacific e-Link gets up close and personal with Girish Kadam, President and CEO, the PMI Pune-Deccan India Chapter, to find out more.

Asia Pacific e-Link: We would like to hear about your very first encounter with PMI. When and how did you get involved?

Mr. Kadam: From 1999 to 2004, I was a project manager at an established insurance organisation in the United States. I earned my **Project Management Professional (PMP)®** certification during that time and that was my first encounter with PMI volunteers. I learnt from passionate chapter volunteers and I was impressed with the *A Guide to the Project Management Body of Knowledge (PMBOK® Guide)*.

After successfully getting my PMP® certification, I started volunteering at the local chapter where I was eventually involved in the membership retention project as a key project member.

Asia Pacific e-Link: What is an essential skill that you feel has aided you in your volunteering journey?

Mr. Kadam: Networking, relationship management and being ethical are the key factors that have helped me through my PMI volunteering journey.

Networking has helped me navigate through people, which opens up doors for new opportunities. Relationship management is the key to ensure that we keep healthy boundaries between volunteer relationships and professional relationships. However, that being said, it is important to realise that we need to take volunteer work as seriously as our day-to-day profession as it needs the same commitment. Lastly, being ethical has guided me to make the right decision and do the right thing when difficult situation arises.

Asia Pacific e-Link: Volunteers are the lifeblood and foundation of PMI. How does a volunteer help to grow and advance the project management profession?

Mr. Kadam: Volunteers are extended hands of PMI that allow us to do all PMI related work and to spread awareness of project management and PMI.

Passionate volunteers have been organising and executing chapter activities and delivering day to day value to the project management community. Volunteers have the opportunity to learn and enhance not only their project management skills, but also other skills that they apply through their volunteering experiences. The volunteering experience, combined with the volunteers' professional experience, could further enhance the project management guidelines and best practices.

Asia Pacific e-Link: What is your greatest personal and/or professional achievement from volunteering with PMI?

Mr. Kadam: The past 12 years of being a volunteer has taken my ethics to the next level and it has sharpened my skills to work with people.

I had the opportunity to work with the PMI Central Illinois Chapter, PMI Bangalore Chapter and PMI Pune-Deccan India Chapter. This has allowed me to gain insights into different culture/regions and foster a global network of contacts.

Overall, volunteering with PMI has been a rewarding experience that has given me a sense of achievements and satisfaction.

Stay tuned for more interviews with the award recipients in the next issue of the Asia Pacific e-Link.

Get involved. Make a difference. Be a volunteer.

[Back to Top](#)

Rethink Talent Retention

Retaining talent is a top human resource priority. No wonder, considering that 85 percent of the global workforce is actively or casually looking for a job, reaching out to their networks, or open to talking to recruiters, [according to a 2014 LinkedIn survey](#).

But retaining the *right* team members does more to improve performance than reducing turnover alone. These tips can help organisations focus retention efforts on their best performers.

Separate the Best from the Rest

In order to concentrate retention efforts on top talent, an organisation first must recognise who they are. One simple way to find them: ask the stakeholders.

“Survey project team members about the project manager’s organisational and leadership skills, or interview sponsors to determine their impression of the project results,” says Thor Jensen, PMP, PMO portfolio manager at VF Corporation, Greensboro, North Carolina, USA.

Looking at project metrics and documented success rates can also help separate the wheat from the chaff.

Keep Their Interest

Once top performers have been identified, keep them engaged by putting them on stretch assignments that align with their interests, suggests Alarka Purkayastha, PMP, program manager, Accenture, Bangalore, India. Accenture is a member organisation of PMI’s Global Executive Council. For instance, if a project manager is bored by repetitive tasks, be sure to introduce some variety into his or her daily workload, he says.

Be Accessible and Make Adjustments

Having an open-door policy for every project practitioner might be costly or ineffective. But pay attention when the company’s best people raise issues or identify risks that will impact project success. If ambitious project managers feel they cannot be successful because they’re being ignored, they are more likely to leave, Mr. Purkayastha says.

“Trends indicate that once an employee makes up his or her mind to leave, these decisions do not get reversed,” he says. “This leads to additional recruitment costs and adversely impacts project delivery.”

If prime project talent does leave, be sure to conduct an exit interview. Then, treat that feedback as a lesson learned. With this information in hand, the organisation may be able to keep future talent on board, says Mr. Jensen.

“If top talent leaves because they’re asked to travel every week, for example, a small policy change to allow them to work virtually may retain talent,” he says. While catering to high performers takes extra time and effort, the organisations that keep them in the fold will be more successful in the long run, says Mr. Jensen.

“Top talent knows how to deliver projects that are critical to company success,” he says. “These extra retention policies let them know they have a future at your company.”

By identifying top performers early, engaging them with new challenges and listening to their feedback, organisations can keep their best players on the roster for years to come.

This article was first published on 4 December 2014 in [Career Central](#).

[Back to Top](#)

Project Highlights

Effective Project Management is Key to Success

One of the basic concepts in project management is that the success of any project is not determined only by its completion but by being completed within the stipulated time and budget.

[Read more...](#)

[Back to Top](#)

QIC Extends its International Expansion into Malaysia

QIC, Inc., a global provider of inspection, project management, and quality engineering services for oil and gas companies announced today it has established offices in Kuala Lumpur and Labuan, Malaysia.

[Read more...](#)

[PM Port](#) helps you keep in touch with your profession through PMI’s online global news service powered by LexisNexis.

[Back to Top](#)

In The News

PMI® Thought Leadership Series — Talent Management: Powering Strategic Initiatives in the PMO



Talent Management: Powering Strategic Initiatives in the PMO

We are pleased to announce the release of the **PMI® Thought Leadership Series—Talent Management: Powering Strategic Initiatives in the PMO**. Developed in partnership with PwC, The Economist Intelligence Unit (EIU) and Human Systems International (HSI), this series provides executive-level insight into how talent management impacts project management practitioners and the successful implementation rate of strategic initiatives.

Projects and programmes are the core of an organisation's strategic initiatives — they are how change happens. Having the talent to implement those initiatives successfully is the critical capability that gives organisations a competitive advantage to navigate through necessary change. Excellence in managing the talent is a key to unlocking that capability. This proprietary research collection includes three reports, each focusing on a specific aspect of talent management:

- **Rally the Talent to Win: Transforming Strategy Into Reality** — Based on global survey of almost 550 senior executives, this EIU report, sponsored by PMI, examines how well companies are managing strategic talent and what they can do to improve.
- **Spotlight on Success: Developing Talent for Strategic Impact** — In this report, HSI and PMI explore the talent management practices of 12 high-performing organisations to uncover examples of excellence.
- **Talent Management: Powering Strategic Initiatives in the PMO** — Research, in collaboration with PwC, on this capstone report quantifies the challenges, practices, processes and disconnects of business leaders and the HR function.

PMI research shows that 88 percent of executive leaders consider strategy implementation important, yet 61 percent also acknowledge that their organisations are struggling to bridge the gap between strategy formulation and its day-to-day implementation. What is more, only 17 percent see implementation efforts as strategic. (Source: Economist Intelligence Unit and Project Management Institute. *Why Good Strategies Fail: Lessons for the C-Suite*. July 2013.) This gap demonstrates a lack of understanding among executives that strategic change happens through projects and programmes, which are implemented by project and programme managers. This talent management series identifies how well companies are managing strategic talent, explores the characteristics of organisations that excel at talent management, and highlights areas for improvement.

Organisations — both large and small — will see the bottom-line benefit of formalising their talent management practices. An engaged and experienced staff leads to project and programme success.

To access the PMI® Thought Leadership Series and the report, please visit the [Thought Leadership page](#).

[Back to Top](#)

Community Buzz

Upcoming Events

PMI Singapore Regional Symposium 2015

10th SPMI Regional Symposium
25th – 27th March, 2015
MBS Convention Centre
Singapore

Pre Symposium PDW EVENT
22 PDU – PMP/PgMP
Keynote Speeches
Eminent Speakers
Panel Discussions
Wide Networking

The PMI Singapore Chapter is proud to present its 10th SPMI Regional Symposium 2015. The SPMI Regional Symposium 2015 is the premier conference for more than 1,000 project management practitioners from around the Asia Pacific region. Symposium 2015 will be held on March 25–27 2015, in Marina Bay Sands, Singapore. The program theme is, 'Today to Tomorrow: Leading Vision to Reality.' A one-day Professional Development Workshop (PDW) will be conducted by distinguished speaker Eduardo Braun on High Performance Leadership on 25 March 2015.

First Glimpse at Speakers



Ofir Shalev
CIO Employee Health &
Benefits Asia, Mercer



Ramesh Pillai
Chairman, Board of
Governors, Institute of
Enterprise Risk Practitioners



Manoj Vasudevan
CEO,
Thought Expressions



Daryl Pereira
Partner, Director,
Management Consulting,
KPMG



Fred Giron
VP, Research Director,
Forrester Research



Ian Ferguson
Partner, Head of Technology
& Sourcing, Olswang Asia,
LLP

The symposium will **feature** leaders from various industries to inspire and motivate participants to lead in their professional arenas. The symposium is a platform for the discussion on the latest materials on leadership, management skills, best practices and latest trends in project, program and portfolio management. Participants will earn up to 22 PDUs towards maintaining their certifications and/or credentials.

Register today and reap the benefits of the Symposium. Attractive packages are available for corporate companies with bulk registrations. For bulk registrations, write to symposium2015@pmi.org.sg.

Partner with the PMI Singapore Chapter today! For sponsorship enquiries visit **SPONSORS** or write to sponsorship2015@pmi.org.sg.

[Back to Top](#)

Past Events

PMI Mongolia Chapter Inaugural Conference and Workshop on “Project Management in Emerging Economies” in Ulaanbaatar, Mongolia

The PMI Mongolia Chapter successfully hosted its inaugural conference and workshop under the theme “Project Management in Emerging Economies” from 3–4 October 2014. The conference, held at the Blue Sky Hotel in Ulaanbaatar, Mongolia, welcomed over 180 participants from a cross-section of industry sectors, including small to large-scale businesses, investors, project managers, industry experts, academics

and students.



General view of the participants at the 2014 PMI Mongolia Chapter Inaugural Conference and Workshop

The two-day event focused on delivering quality presentations and workshops based on an informal survey of PMI chapter members, to solicit their interests and the areas of focus that would be beneficial to their current projects.

The first day featured several presentations from various local and multinational firms and government organisations, including a keynote speech from Cameron McRae, Executive Chairman of Skypath Partners and

former CEO of Rio Tinto's Oyu Tolgoi mine. Mr. McRae discussed the complexities and expectations around delivering successful project outcomes in frontier economies. Dr. Khashchuluun Chuluundorj, Executive Director of the National Council for Private Sector Support was also present to share insights on the establishment of the Development Bank of Mongolia, of which he became Chairman of the Board. The event was also graced by other esteemed speakers including Ivan Vella, Chief Operating Officer of Oyu Tolgoi LLC; Colin Tipney, Executive Director of MNFS LLC; Byambasaikhan Bayanjargal, CEO of NovaTerra LLC; Uuganbayar Badamsuren, CEO of Interactive LLC; and Gahnhuuyag Chuluun Hutagt, former Vice Minister of Finance of Mongolia and current CEO of ARD Financial Group. The presentations showcased different private and public projects of varying scales and levels of difficulty, and provided the audience with lessons learned and challenges overcome behind each.

The second day featured interactive workshops conducted by speakers from Australia, Japan, Hong Kong, Taiwan, Canada and the United States. These sessions were more focused on specific aspects and techniques of project management and allowed the attendees to obtain different perspectives on process and stakeholder management for projects carried out within the region.

The conference was very well-received and was the result of the Mongolia chapter board members and a team of thirty chapter volunteers, contributing a total of 4,000 man hours to ensure its success. The event also received over US\$20,000 in sponsorship from key sponsors Oyu Tolgoi LLC, ABB, RSV Group, Apu Beverage Co, Gogo.mn and Mining.mn.

For more information on the first event of its kind in Mongolia, please visit <http://www.pmimongolia.mn>.

The 2015 PMI Mongolia Chapter Conference will be held from 5–6 June in Ulaanbaatar.

[Back to Top](#)

PMI Karachi Pakistan Chapter's International Project Management Day 2014

The Project Management Institute Karachi Pakistan Chapter (PMI-KPC) celebrated the International Project Management Day (IPM Day) on 15 November 2014 at the Marriott Hotel Karachi, along with its 112th monthly seminar event. A mini conference was organised for the celebration, inviting three speakers from within and outside Pakistan who touched upon various themes of project management. The conference also brought together business leaders, industry experts, professionals, members of academia, and other stakeholders from the project management community.



Guest-of-Honour Mr. Ishrat Hussain speaking at the PMI-KPC IPM Day 2014

Addressing the gathering, Ms. Zahara Khan President of PMI-KPC, congratulated all the project managers on the IPM Day. She also announced that the PMI-KPC won the PMI Chapter Retention Award with the most improved chapter membership retention rates in 2013 amongst the chapters in its size category within the Asia Pacific region, and thanked all chapter members for their engagement and trust in the chapter. The PMI Chapter Retention Award honours chapters that have made the greatest improvement in its chapter membership retention rate and is presented globally by region and chapter size.

The Guest-of-Honour, Mr. Ishrat Hussain, Dean and Director IBA, former Chairman for Government Commission on Reforms and ex-governor State Bank of Pakistan, stressed the need for translation of knowledge acquired through education into projects that benefit society. According to him nation's growth and prosperous future is tied with strong focus on STEM (Science, Technology, Engineering and Mathematics) fields.

Also speaking at the occasion were Mr. Asghar Ali Syed Executive Vice President, PMI-KPC, Professor Dr. Shabbar Ali, Chairman Department of Urban and Infrastructure Engineering at NED University of Engineering & Technology and Mr. Sohail Zindani, renowned Organizational Development and Training Professional. Mr. Muhammad A.B. Ilyas, Member PMI Arabian Gulf Chapter, together with his co-speaker, Mr. Khalifa Mohamed Hassan, then took the stage as the invited guest speaker from Kuwait

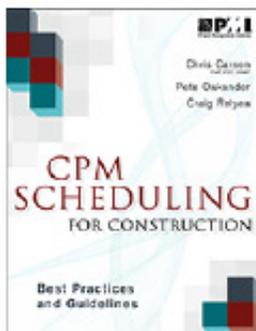
The knowledge-sharing sessions were followed by an awards ceremony. Pakistan Petroleum Limited was awarded the PMI-KPC Award for Corporate Excellence (PACE).

A cake-cutting and certificate distribution ceremony was held to celebrate IPM Day and to recognize the contribution of volunteers. Gift vouchers were presented to the six winners of the lucky draw. A video booth was also set up allowing the event participants to record their views and messages to the local and international project management communities. A calligraphy corner created bespoke messages and texts for the event participants. All the participants also received souvenirs as parting gifts. The program concluded with a professional networking event.

The IPM Day Celebration event was conceived, designed, managed, and executed by PMI-KPC volunteers, including student ambassador. The event was a resounding success.

[Back to Top](#)

Marketplace

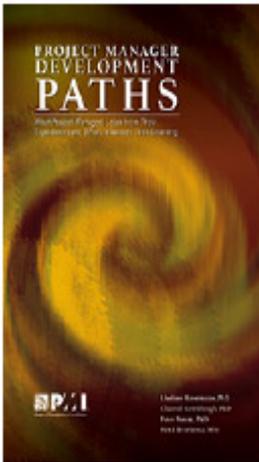


Title: [CPM Scheduling for Construction: Best Practices and Guidelines](#)
Author: Edited by: Christopher Carson, PMP, PSP, DRMP; Peter Oakander and Craig Relyea
PMI Member Price: \$31.95
Description: The book is laid out in a way that follows the phases of building a project schedule: from project planning to project definition and schedule design, to development, maintenance, and usage of the schedule.

Each of these six sections, from planning through usage, is broken up into separate categories for detailed discussion and for easy reference:

- Definition – defining the topic term
- Purpose – establishing why the topic is used in the planning and scheduling processes
- Default Conditions – establishing the conditions under which the topic is used and implemented
- Best Practices – establishing how the topic is used, the application options, and ways the topic is used, including evaluations of the various practices
- Recommended Practices – establishing preferred application or implementation methods, if any
- Advisories – establishing what should be avoided in the implementation, and providing lessons learned from the contributors

As a reference manual, *CPM Scheduling for Construction: Best Practices and Guidelines* is indispensable to assist schedule technicians and project managers step-by-step in the process of developing, analysing, and maintaining a project schedule.



Title: [Project Manager Development Paths](#)
 Author: Liselore Havermans, PhD; Chantal Savelsbergh, PhD; Peter Storm, PhD; and Henk Broekema, MSc

PMI Member Price: \$23.95

Description: This study has investigated the professional development of project managers through interviews, surveys, and personality inventories from a sample of practitioners.

Results from the research reveal how learning experiences as well as personal characteristics comport with professional development.

Analysis of the results shows that the experiences of respondents had several patterns in common, including:

- Positive and negative aspects of being a project manager
- How they get involved in the job
- Experiences that have a significant influence on the way they practice their job
- Lessons derived from those experiences
- Types of learning and the individuals who influenced their learning
- The influence of personality on what project managers learn from their experiences

The implications of such research can affect a focused and more rapid professional development path for practitioners and the resource managers who support them. In practice, clear project management development policies serve as a sign post that project managers have arrived.

You're in Good Company

Membership

There are **77,732 members** in the PMI Asia Pacific region as of November 2014, representing **17.2 percent of the total PMI membership**.

Certifications and Credentials

There are **220,592 credential and certification holders** in the PMI Asia Pacific region as of July 2014, representing **32.5 percent of the total number of PMI credential and certification holders**.

PMP® : 214,491
CAPM® : 3,714
PgMP® : 154
PMI-RMP® : 481
PMI-SP® : 190
PMI-ACP® : 1,508
PfMP®: 26
PMI-PBA®: 28

Add another **PMI Credential or Certification** to your name!

Welcome New R.E.P.s in Asia Pacific:

- **DIG2 Solutions Co. Ltd**—Japan
- **Global Institute of Project Management (GIPM) Project**—Sri Lanka
- **Indaa Media Investment Group Co., Ltd.** – China

There are currently 331 active R.E.P.s in Asia-Pacific as shown in the attached provider listing report as of 5 December 2014. However, this file only records the provider's primary office and does not show any additional offices in the Asia Pacific region.

Registered Education Providers (R.E.P.s) are organisations approved by PMI to offer project management training for **professional development units (PDUs)** to maintain your PMI certifications and credentials.

View the **R.E.P. web pages on PMI.org** to learn more about R.E.P.s or log in to the new **CCR System** to find a provider of project management education activities and products in your country.

Need a Project Management Consulting Firm?

Project management consulting firms can help you drive improvements in your business performance, and the **PMI Consultant Registry** is an easy way to find them.

A complimentary resource, the registry lists detailed contact information and provides information about each consultant's offerings, saving you valuable time. You can search by geographic location, view case studies listed by area of expertise or industry, learn more about their competencies, and contact them for more information.



Meet and exceed your business objectives with the **PMI Consultant Registry** — your one-stop resource to find the project, programme or portfolio management consulting firm that's perfect for your organisation.

Asia Pacific Calendar

Events

If you are organising a PMI event in the Asia Pacific region and would like us to list it in the e-*Link*, please contact:

SoHyun Kang

Manager, Chapter Development
Asia Pacific

25–27 March

SPMI Regional Symposium 2015
Singapore

25–27 May

PMI Australia Conference 2015
Brisbane, Queensland

5–6 June

PMI Mongolia Conference 2015
Ulaanbaatar, Mongolia

Examinations

PMI's certification and credential programme is an internationally recognised, globally accredited programme that is transferable between methodologies, standards and industries. The programme applies valid and reliable ways to assess competence and is designed by project managers for project managers

All candidates for Project Management Professional (PMP)[®], Certified Associate in Project Management (CAPM)[®], Program Management Professional (PgMP)[®], PMI Scheduling Professional (PMI-SP)[®], PMI Risk Management Professional (PMI-RMP)[®] and PMI Agile Certified Practitioner (PMI-ACP)[®] must first meet specific educational and experience requirements and then pass an examination.

[Back to Top](#)

Asia Pacific Regional Service Centre

Contact the **PMI Asia Pacific Regional Service Centre** at:

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Telephone: +65 6496 5501

Fax: +65 6496 5599

The Asia Pacific Service Centre is open Monday through Friday, 9:00 a.m. – 6:00 p.m., Singapore time (GMT +8).

The Asia Pacific Service Centre will be closed on the following dates due to public holidays in Singapore:

19–20 February—Chinese New Year



Check out our social media page

[Back to Top](#)

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