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Volunteering is often hard work (sometimes thankless), but it is rarely dull. It will always be there when you need it to enrich your life. Take joy and pride in what you can share and contribute to [help others be] better professionals. And, never underestimate the value you get out of it. Come forward and volunteer for PMI.” Ramam Atmakuri, PMP, Mentor, PMI’s Region 11 (Western Asia)

Interview with PMI Region 11 Mentor

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 Ramam Atmakuri, PMP, mentor for PMI’s Region 11, to find out more.

Asia Pacific e-Link: Can you highlight the key milestones in your journey as a PMI volunteer? What do you expect next?

Mr. Atmakuri: A decade’s journey as a PMI volunteer has been a very valuable learning experience for me. As a volunteer, I focused on bridging the information gap to promote the project management profession.

I started volunteering when the PMI Pearl City, Hyderabad Chapter was established in 2001. We organised several events, which promoted the profession, facilitated personal learning and built leadership competency programmes for students.

My two years as president of the Pearl City, Hyderabad Chapter was very momentous, as we won the PMI Community Advancement Through Project Management Award for Student Leadership Competency Building Movement Component Category in 2006.

Being a mentor for the Western Asia region for the past three and a half years has given me the opportunity to meet and learn best practices from passionate volunteer leaders from around the world. I have also been involved in establishing a new chapter in Eastern India and Bangladesh, and took part in organising PMI national conferences in India, Sri Lanka and Pakistan.

Asia Pacific e-Link: You mentioned that volunteering can enrich your life. Can you share one memorable volunteer moment that made a difference to your life?

Mr. Atmakuri: I met the then president of India, Dr. APJ Abdul Kalam in 2005 in his office, along with Pearl City, Hyderabad Chapter Board members.

We briefed him about PMI and chapter activities. He emphasised the need to promote the project management profession in India, especially among academia and in the rural areas.

The chapter took that vision forward and still continues to enhance it. Having Dr. Kalam as a keynote speaker at the upcoming Project Management National Conference again is a dream come true.

Asia Pacific e-Link: What are the three qualities you feel a volunteer should have to enjoy the optimal value of volunteering?

Mr. Atmakuri: Each volunteer should have the following qualities:

Spirit of Service: To genuinely care for fellow professionals and help them be successful in their careers, while not expecting anything in return.

Share and Learn: Willingness to share your own experiences and learn from others. Unless you share first, don’t expect others to share.

Passion and Commitment: There will always be priorities in your job to keep you away from volunteering. As the saying goes “People have time to do
what they want to (do); without passion and commitment, one cannot spare time for volunteering.

Asia Pacific e-Link: Can you tell us how the volunteers have helped in planning and preparing for the upcoming Project Management National Conference?

Mr. Atmakuri: This is the third national conference in India. As per the previous conferences, it is the volunteers who drive all the tracks – starting from the conference PMO and registrations to logistics and more.

As the national conference is a collaborative effort between PMI India and all the PMI chapters in India, we have close to 100 volunteers this year and they will be successful in bringing yet another great conference with renowned speakers on very enriching topics.

I am sure the participants will get more value than what they paid for. My heartfelt thanks to all the volunteers for their passion, commitment and tireless efforts.

Get involved. Make a difference. Be a volunteer.

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Project Manager Skills Desired in Australia and New Zealand

by Kamrul Ahsan, PhD, PMP

In an attempt to identify industry- and region-specific skills in Australasia, the study was conducted by Dr. Ahsan to trace the content of project management job-related activities and roles through 400 job advertisements posted on seekjobs.com from January through March 2011.

Out of the 400 job advertisements studied, 61.5% were from Australia and the remaining 38.5% from New Zealand. The industry breakdown is shown in Figure 1.

Core project management skills and capabilities identified through the study were matched to those cited in project management literature such as journals, books and A Guide to the Project Management Body of
The top five cited skills are:

1. leadership,
2. communication,
3. technical skills,
4. team building and
5. planning.

A fundamental activity in recruiting project managers is to understand the underlying capabilities for successful performance of the role.

According to PMI’s *Project Manager Competency Development (PMCD) Framework – Second Edition*, a competent project manager consistently applies project management knowledge and personal behaviour to increase the prospect of delivering projects that meet the stakeholders’ requirements.

**Sought-after skills across industries and countries**

On average, 50% of all advertisements sought good communication. In both markets, the top five sought-after abilities are skill-based: communications, stakeholder management, time, cost management and technical skills (Figure 2).

![Fig 2: Sought-after abilities across industries and countries](image)

The top two knowledge traits desired are educational background and project management certification. Another highly demanded skill is “results-oriented”, in which a project manager is able to complete the project within the project requirements and deliver customer satisfaction.

**Region-specific skills desired**

As compared with New Zealand, the Australian job market demands additional skills such as cost management and communication, whereas New Zealand emphasises communication and technical skills (Figure 3).
Both countries weigh work experience, stakeholder management and leadership as equally important. Considering the frequency of skills sought, on average, job advertisements in Australia mention 6.7 different capabilities per advertisement as compared with 5.2 in New Zealand.

**Industry-specific requirements**

Industry-specific data show communication as one of the top three requirements in construction, IT, engineering, government, and healthcare projects (Figure 4).

<table>
<thead>
<tr>
<th>Rank</th>
<th>Construction</th>
<th>IT</th>
<th>Engineering</th>
<th>Government</th>
<th>Health</th>
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<tr>
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<td>Education</td>
<td>Stakeholder management</td>
<td>Communication</td>
<td>Stakeholder management</td>
<td>Communication</td>
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<td>2nd</td>
<td>Cost management</td>
<td>Communication</td>
<td>Education</td>
<td>Communication</td>
<td>Education</td>
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<td>3rd</td>
<td>Communication</td>
<td>Technical skills</td>
<td>Cost management</td>
<td>Planning</td>
<td>Time management</td>
</tr>
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<td>4th</td>
<td>Technical skills</td>
<td>Cost management</td>
<td>Technical skills</td>
<td>Cost management</td>
<td>Stakeholder management</td>
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<tr>
<td>5th</td>
<td>Time management</td>
<td>Year of experience</td>
<td>Contract procure management</td>
<td>Risk management</td>
<td>Technical skills</td>
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</table>

**Fig 4: Top requirements by industry**

Cost management and technical skills are requirements for almost all major industries, with the exception of healthcare. While the construction, engineering and healthcare sectors consider technical skills and education as key requirements, government sector advertisements emphasise stakeholder management and communication.

With a clearer understanding of the requirements of project manager positions in Australasia, existing and new project managers are able to analyse the changing and unique characteristics of the professional role.
The study findings are also a knowledge base for human resource managers when they need to prepare job advertisements for an industry-specific project manager position.

PMI’s in-person and online professional development offerings can help project managers build their knowledge and improve their skills.

Kamrul Ahsan, PhD, PMP, is a senior lecturer in the Victoria Graduate School of Business, Victoria University, Melbourne with over seven years of teaching project management and research experience. Recently, he has been awarded with the PMINZ Research Achievement of the Year 2011 Award.

Dr. Ahsan presented “Project Manager Competencies in Australia and New Zealand: What do Employers Want?” at the PMI New Zealand Project Management Conference organised by the PMI New Zealand Chapter on 5–7 July 2011.

Conquer Your Networking Fears

Have you ever found yourself standing alone at a networking event, watching other project professionals mixing and mingling? You know you should introduce yourself and find new connections — but you just can’t muster the courage.

It’s time to take the plunge.

“You’re more likely to find a job through networking than through any other means,” says Nancy Ancowitz, New York, USA-based author of Self-Promotion for Introverts: The Quiet Guide to Getting Ahead.

Still, it’s a daunting prospect for those who aren’t natural networkers. Much like crafting the perfect cover letter, it will take some practice.

“Networking is just another skill,” Ms. Ancowitz says. “Anyone can learn to master it.”

Here are four tips to help you overcome your networking fears:

1. **Redefine networking.**

   View networking in the context of everyday interactions instead of formal events, suggests Hong Kong-based recruiter Matthew Hill, managing director of Ambition, a global boutique recruitment firm.

   “Networking is not to be confused with needing to be the life and soul of the party,” he says. “Good networking isn’t always giving out 50 business cards at an event. It can be as simple as striking up a conversation with somebody who’s sitting next to you on the bus.”

2. **Be generous.**

   “The reason most people do not like networking is because they’ve been taught that networking is a transactional exercise,” says Judy Thomson, the Vancouver, Canada-based co-author of Work the Pond: Use the Power of Positive Networking to Leap Forward in Work and Life. “People think it’s about selling yourself. It’s actually about building relationships and discovering what you can do for someone else.”

   Focus on giving to your contacts instead of receiving. Introduce them to people in your network and don’t be afraid to send useful information like job openings, speaking opportunities and event invitations.
3. **Make it personal.**

“You don’t want to start right away talking about, ‘Where do you work and what job do you do?’ When you get to that stuff, a different part of a person’s brain turns on,” Mr. Hill says. “People get very professional and commercial. You’ve got to break down barriers, not build them.”

4. **Set yourself up for success.**

Plan your own solutions to common networking challenges:

If you prefer **one-on-one activities**, ask a new contact to lunch or coffee, Ms. Ancowitz recommends. If you're at a large event, schedule some one-on-one time afterwards.

If meeting new people makes you uncomfortable, attend educational events, where the purpose is learning instead of networking.

If you struggle to start conversations, prepare some topics ahead of time and rehearse a few opening lines, suggests Ms. Ancowitz. While you’re at it, develop thoughtful answers to common questions like, “What brings you here?”

If you’re shy, try volunteering at events. With a task at hand, you have a practical reason to engage people.

The best strategy for nervous networkers is to approach it like any other project.

“Set a goal for yourself, such as having one solid conversation or asking for one introduction, and create a game plan with concrete steps to get you there,” Ms. Ancowitz says. “By doing so, you'll demystify what it takes to become an outstanding networker.”

*A version of this article was first published in Career Central on 12 April 2011.*

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**Project Management Highlights**

**Risk Management Can Cut Ahmedabad’s Rail Construction Cost**

The Gujarat government in Ahmedabad can save around Rs400 crore and still be able to complete the project without delay if they opt for total risk management for the underground corridor construction of the Metrolink Express Gandhinagar Ahmedabad rail.

*This article was first published in DNA: Daily News and Analysis (Ahmedabad) on 20 July 2011.*

The full text is available through PM Port®. PM Port helps you keep in touch with your profession through PMI’s online global news service powered by LexisNexis.

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**What's New**

**Updates to the Program Management Professional (PgMP)® Exam**

The Program Management Professional (PgMP) credential examination will be updated on 1 January 2012, based on the recent Role Delineation Study (RDS).

Every five to seven years, PMI conducts an RDS for the PgMP credential to identify the most current and
critical elements of the professional practice of programme management. This ensures that the credential exam continues to assess what is most relevant in the day-to-day work of project and programme managers as the profession evolves over time.

The RDS provides PMI with a blueprint for updating the credential through the *PgMP Examination Content Outline*, a direct output of the RDS.

The PgMP RDS results include:

- The three evaluations for the PgMP credential, which include the panel review, the examination and the multi-rater assessment, are being updated to reflect changes to the role identified in the study.
- New structures in the programme management performance domains and tasks.

**The new PgMP exam will be released globally on 1 January 2012.** This means the last day to take the current PgMP exam is 31 December.

If you would like to take the current exam version, you are advised to schedule early to better ensure that you are able to obtain a test appointment before the updates. Find more information about the [PgMP updates](#) and the new *PgMP Examination Content Outline* online.

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**PMI Board of Directors Election Open through 20 September**

The annual PMI Board of Directors election is now open and will run through 5:00 p.m. EDT (GMT -4) **20 September**. Voting is open to all PMI members in good standing as of 31 May.

A link to the secure election site was delivered electronically to all eligible members on Monday, 8 August. All ballots are being delivered electronically this year.

To log in and vote online, eligible members will need to enter their election validation number, along with their PMI identification number (this is not the same number as a PMP number).

Members who did not receive a ballot should contact [Paul Nentwig](#) of Intelliscan, Inc.

Let your voice be heard. Your vote will count toward the board members who will begin their terms in 2012.

Please take this opportunity to vote before the election deadline of 20 September.

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**PMI® Research and Education Conference Call for Submissions Now Open**

Call for submissions for the *PMI Research and Education Conference 2012*, 15-18 July 2012, Limerick, Ireland, is now open.

This premier international project management research and education event brings together scholars, senior practitioners and students of project management and allied disciplines.

The event provides an opportunity for attendees to present and discuss new project management research findings and teaching methods.

The call for submissions closes 1 December. The conference registration opens in February 2012.

The conference will feature a variety of formats, including:
- Paper presentations
- Symposia
- Poster sessions
- Incubator sessions (newly formulated research and teaching methods with opportunities for collegial input)

The event will be preceded by:

- A Doctoral Colloquium
- A Case Writing Workshop

You may download submission guidelines for each type of submission from the conference page.

**Upcoming Event Highlights**

**PMI Taipei, Taiwan Chapter International Congress Set to Discuss the New Era of Project Management**

PMI Taipei, Taiwan Chapter and I-So University are pleased to host the inaugural PMI Taiwan International Congress this year.

Chair of the 2011 PMI Board of Directors, Beth Parleton, PMP, also the guest-of-honour at the congress will join PMI Region 9 leaders in demonstrating the value of PMI.

The congress aims to provide an interactive and educational experience as well as enhance communication between local and international Project Management Professional (PMP)® credential holders and PMI members.

Themed “Post-ECFA, The New Era of Project Management – Connecting the World”, the two-day professional development programme features 15 separate sessions, eight keynote speeches and experts from the financial, green, construction industries and more. In addition, the sessions will emphasise the possibilities and challenges under the post-Economic Cooperation Framework Agreement (ECFA) situation.

Participants can look forward to sharing expertise with project managers in the greater-China region and networking with international experts to advocate the development of project management.

**PMI Taipei, Taiwan Chapter International Congress**
Date: 4–6 November
Venue: E-Da World, Kaohsiung

Find more information online.
The PMI Singapore Chapter will be hosting its annual symposium on 14–15 November at Resorts World Convention Centre™, Singapore.

This annual event is the chapter’s forum for sharing knowledge, best practices and project management techniques with peers across the Asia Pacific region. It also promotes collaboration on project management experience through sharing and networking while earning up to 14 professional development units (PDUs) toward maintaining PMI credentials.

This year, PMI Singapore Chapter is honoured to have Louis J. Mercken, MBA, PMP, PMI Fellow, director, 2011 PMI Board of Directors as one of the keynote speakers.

Mr. Mercken will be speaking about the very timely topic of “Working with Project Sponsors.”

This presentation highlights what project managers should and should not expect from sponsors, as well as ways to adapt to variations in their approach to their relationships with executive sponsors. The team that understands and works with the dynamics of this crucial relationship will increase its chances of success.

Registration for the symposium is now open! More details on registration and participation as a valued speaker or sponsor are now available [here](#).

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**International Symposium and Exhibition Planned for December in Bali**

P[MI Jakarta, Indonesia Chapter is set to host its largest event, the International Symposium and Exhibition (SymEx 2011) in Bali, one of the world’s most exotic and diverse destinations.

SymEx 2011 will address the development of project management in Indonesia and unravel business value through project excellence focusing on various industries.

Learn best practices from renowned international and local speakers, ministers from the Republic of Indonesia and regional PMI chapter presidents.

There will also be a showcase of case studies of projects from Indonesia. The uniqueness of these projects will be an interesting topic for academic study and may be a potential market in project management.

This is an excellent platform to improve your knowledge as well as connect and share experience with experts and other practitioners.

**PMI Jakarta, Indonesia Chapter Project Management SymEx 2011**  
Date: 7–8 December  
Venue: The Laguna Hotel, Nusa Dua, Bali

Please contact chapter representatives for more information.

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**Past Events**

**Recap from PMI Region 11 Chapter Presidents' Meeting in Colombo, Sri**
For the first time, chapter presidents of PMI Region 11 (West Asia) gathered together at beach resort Hotel Dolphin, Colombo, Sri Lanka for a meeting from 4–5 June.

Themed “Share and Learn,” the meeting featured 12 chapter presidents from India, Pakistan, Sri Lanka and Bangladesh. Colleagues from the PMI Asia Pacific Service Centre and PMI India joined the chapter presidents.

All the chapter presidents made presentations on these four topics:

- Top five services/benefits offered by the chapter (based on the recently published PMI chapter survey results)
- Unique initiatives taken on by the chapter
- What worked well in 2010 and is beneficial to members and the community
- Plans for the upcoming year and areas for improvement

There were several takeaways from the meeting. Key learning came from hearing about the best practices of other chapters in the region concerning membership growth and retention, volunteer management, governance issues, outreach activities like collaboration with corporate/academia/government, building alliances with other professional bodies, conflict management within the board, chapter leadership development and use of the Region 11 Community Leadership website.

Conducting the meeting at the beach resort presented an ideal environment for learning and networking, as well as sightseeing and shopping for the families who joined the gathering.

Hosted by the PMI Japan Chapter, the PMI Japan Chapter Forum 2011, themed “Evolving Glocalisation of Project Management,” was recently held from 16–17 July.

Over 70 speakers from Japan, China, Singapore and the USA presented seven different tracks on project management and the project management office (PMO), portfolio management, programme management, risk
management and glocalisation with practical examples of application among others.

In the opening keynote speech, guest-of-honour, William Moylan, PhD, PMP, director, 2011 PMI Board of Directors, presented “Project Management as a Strategic Competency”.

His speech discussed how the 20th century brought the organisational management of routine operations to a high level. He said that executing change in an increasingly fast-paced and competitive world remained a challenge — one that project management has evolved to meet.

This presentation emphasised that project management is a profession distinct from management in general and gave examples of organisations that are aligning their projects and programmes to strategic goals.

Masaru Honda, director-general, Civil Aviation Bureau, Ministry of Land, Infrastructure, Transport and Tourism, went on to discuss “Strengthening the International Competitiveness of Tokyo Metropolitan Airports” in the second keynote speech.

Professor Hitoshi Kuninaka, PhD, Institute of Space and Astronautic Sciences, JAXA, talked about the “Hayabusa Sample Return Project” and its long and tough project management process.

Osamu Ohno, PhD, vice president and executive officer, Corporate Information Technology Group, Hitachi Ltd, spoke on the “Corporate Governance Strategy in Hitachi”. Despite the global financial crisis in 2008, which resulted in the lowest business outcome for Hitachi, their strategies only took two years to earn their biggest profit in history.

The turnout at the forum hit a record high of 1,900 attendees despite the severe circumstances following the earthquake and Fukushima Atomic Power Plant complications.

The PMI Japan Chapter truly appreciates the attendance of all delegates, presenters, sponsors and guest speakers, including Bob Chen, managing director of PMI China; Anna Y. Khodijah, PMP, PMI-SP, from PMI Jakarta, Indonesia Chapter; Cathryn Chee, PMP and managing director, IIL Asia from Singapore; as well as the video presentation from Harold Kerzner, PhD, International Institute of Learning.

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**Marketplace**

**Aspects of Complexity: Managing Projects in a Complex World—New at the PMI Marketplace**

**Title:** Aspects of Complexity: Managing Projects in a Complex World  
**Author:** Terry Cooke-Davies, PhD  
**Description:** Complexity in projects may be one of those things that are difficult to define, but easy to recognise when encountered.

This book stems from a series of four academic-business roundtables sponsored by PMI in the United States, Australia, Malta and Brazil. It presents a collection of analyses that addresses complexity in both an academic and practical way.
Theoretical Approach
The text provides a foundation for understanding and then focuses on the underpinning concepts related to systems thinking, systems engineering, chaos or complexity theory and behavioural and cognitive aspects.

Practical Approach
The remainder of the book is more practice oriented. It consolidates what is known and understood about the topic to help practitioners and their managers improve future practice and to guide research.

Aspects of Complexity offers deeper, more detailed investigation and analysis of the principal aspects of project complexity, including:

- strategic management;
- the reluctance to take on project management, or “fear of flying”;
- the impact of complexity on cost and schedule estimates;
- managing projects with high complexity;
- tools for complex projects; and,
- developing managerial competence for complex projects.

An academic wrap-up chapter points to further research that is necessary. A practitioner wrap-up chapter points to possible “Project Management 2.0” practices that might augment current practice to manage complex projects at the organisation, governance and delivery levels.

This hybrid text is unique, academically rigorous and practically sound. Those who study and research the theory of project management, as well as those who manage projects and deliver results will find something of value in this text.

Purchase this title at the PMI Marketplace for a PMI member price of US$23.95.

All PMI titles are available from your favorite local or online bookstores. If the book you are looking for is not on the shelf, please use the 13-digit ISBN (9781935589303) to order.
There are 57,825 members in the PMI Asia Pacific region as of July 2011, representing over 15 percent of the total PMI membership.

New R.E.P.s in Asia Pacific

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

- SinoServiceOne Ltd. – China, Mainland www.sinoserviceone.com
- Business Breakthrough Inc. – Japan www.bbt757.com
- Enterprise Business Solutions Sdn. Bhd. – Malaysia www.ebs.net.my
- Nityo Infotech Services Pte Ltd – Singapore www.nityo.com
- Sapience Consulting Pte. Ltd. – Singapore www.sapience-consulting.com
- Union of Japanese Scientists and Engineers – Japan www.juse.or.jp
- International Services & Alliances Co., Ltd – Thailand www.isalliances.net
- Season Computer – Islamic Republic of Iran www.seasonco.ir
- Perlos (Guangzhou) Electronic Components Co., Ltd – China, Mainland www.liteonmobile.com
- Expert Systems (Pvt.) Ltd. – Pakistan
- Wilson Learning Australia – Australia www.wilsonlearning.com.au
- FH Dynamics – Pakistan www.fhdynamics.com

There are currently 298 R.E.P. organisations enrolled in the PMI R.E.P. Programme 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 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.
PMI India National Conference
16–17 September
PMI China Congress

24 September
PMI Hong Kong Chapter Asia Pacific Regional Project Management Forum

4–6 November
PMI Taipei, Taiwan Chapter International Congress

14–15 November
PMI Singapore Chapter Regional Symposium

7–8 December
PMI Jakarta, Indonesia Chapter Project Management SymEx 2011

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)SM must first meet specific educational and experience requirements and then pass an examination.

Asia Pacific Regional Service Centre

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Twitter: http://www.twitter.com/PMInstitute

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:

26 October 2011 – Deepavali

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For a comprehensive list of PMI marks, contact the PMI Legal Department.