



REQUIRED Cover Page

APPLICATION FOR PROFESSIONAL DEVELOPMENT GRANT

\*\*All applicants please complete this cover page.

<b>Choose one:</b> <input type="checkbox"/> Creative activity <input type="checkbox"/> Research activity <input checked="" type="checkbox"/> Professional Enhancement activity	<b>Date of Last PDG Award (Semester and Year awarded):</b> <u>none</u> <b>Date of ATU Faculty Appointment (Semester and Year):</b> <u>September 2002</u>
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1. Project Title: Project Management Institute Seminar "Project Management: Competencies and Structure including an Introduction to PMI's A Guide to the Project Management Body of Knowledge (PMBOK® Guide)"

2. Name of Principal Investigator/Project Director: Dr. Kim Troboy

3. School (abbrev): BUS 4. Department: Business & Economics

5. Campus Mail Address: Corley 224 6. PI/PD Campus Phone: 968-0630

7. Amount Requested: \$ 3,888.75 8. Total Cost of Project: \$ 3,888.75

9. Does this project involve: 10. Duration of Project: June 10-15, 2007

Yes No

- ☐ ☒ human subjects?
- ☐ ☒ animals/animal care facility?
- ☐ ☒ radioactive materials?
- ☐ ☒ hazardous materials?
- ☐ ☒ biological agents or toxins restricted by the USA Patriot Act?
- ☐ ☒ copyright or patent potential?
- ☐ ☒ utilization of space **not** currently available to the PI/PD?
- ☐ ☒ the purchase of equipment/instrumentation/software **currently available** to the PI/PD?

NOTE: If the answer is "yes" to any of the above questions, the investigator must attach appropriate documentation of approval or justification for use/purchase.

SIGNATURES

Kevin Mason 5/1/07  
Department Head Date  
James Taylor 5/1/07  
Dean Date

**REQUIRED COVER PAGE**



**This Section to be completed by the Office of Academic Affairs**

PDC Committee Award Recommendation: Yes ☐ No ☐

PDC Committee Proposal Rank:  of  Total Proposals.

Recommendation of VPAA: Yes ☐ No ☐

Recommendation of President: Yes ☐ No ☐

Award Date:

# **PROFESSIONAL DEVELOPMENT GRANT APPLICATION**

**From Dr. Kim Troboy, Assoc. Prof. of MIS, School of Business  
May 2007**

## **ABSTRACT**

I am requesting funds to attend a four day seminar covering the current requirements, topics, and body of knowledge in the area of professional project management. The seminar is titled "Project Management: Competencies and Structure including an Introduction to PMI's *A Guide to the Project Management Body of Knowledge* (PMBOK® Guide)" and is offered by the Project Management Institute.

## **OBJECTIVE**

I am preparing to teach a senior-level business course and a graduate-level engineering course on this topic in Spring 2008. My objective in attending this seminar is to update and extend my current knowledge about the management of software development projects to more general areas.

## **SIGNIFICANCE**

The seminar will allow me to network with professional practitioners from around the country regarding best industry practices and to observe practical pedagogical techniques for this subject.

The seminar will enhance what I can do for students. I will be able to investigate what baseline knowledge students need to pursue certification or to enhance their professional skills. Business and engineering graduates will participate in various types of projects as they launch their careers. They are likely to be involved in the administrative and management aspects of such projects fairly quickly, making the knowledge and skills involved in project management critical

to advancing their careers. I will also be able to share this content with colleagues as we pursue projects of our own.

Project management skills are in great demand. Membership in the Project Management Institute has been growing dramatically and there are numerous job listings related to project management. Effective planning and managing are critical to the success of most projects, whether designing and implementing new business processes or products, developing new technology, solving engineering problems, constructing networks, roads, bridges, or buildings, or even developing curricula or conducting research.

#### **PROCESS FOR ATTAINMENT OF OBJECTIVES**

The event I am planning to attend is a Project Management Institute seminar titled "Project Management: Competencies and Structure including an Introduction to PMI's *A Guide to the Project Management Body of Knowledge* (PMBOK® Guide)." The seminar is offered by the Project Management Institute, the premier professional organization and certifying authority for practitioners in this discipline. The instructor will be a certified Project Management Professional (either Bradley Malone or Robert St. Germain). Specific topics covered include the project manager's role, project documentation and contracts, scheduling processes, estimating methodologies and budgeting practices, quality planning/assurance/control methods, risk management, communication, procurement, team structure and practices, and variance and change thresholds for scope, time and cost control.

I currently plan to attend the seminar being held at San Jose, CA, June 11-14, at a Hilton hotel near the airport. The seminar meets for four days from 8 to 4 each day (with an hour off for

lunch). I have included an annual membership fee because it reduces the cost of the seminar by more than the fee and the membership entitles me to additional publications and access to information that can be used in preparation for the project management course. Because the seminar involves four full days and the required travel involves more than 7 hours, I will need one full travel day before the seminar and one full travel day after the seminar.

### **DISSEMINATION OF RESULTS**

I plan to use the information I gain in this seminar to enhance a course I am teaching next spring. I will be better able to guide students through a practical exercise involving planning for a real project as they explore aspects of a problem, conduct a project initiation workshop, and then present a project management plan to the leadership of the participating organization. I will also share with colleagues in the Business & Economics department and apply what I learn to current projects in the School of Business, particularly in the areas of assessment and reaccreditation.

### **REPEATED REQUESTS**

This is my first application for a Professional Development Grant.

### **BUDGET**

Seminar registration fee at member rate	\$2,400.00
PMI annual membership fee	129.00
Airfare, round trip from Little Rock to San Jose	377.00
Mileage, round trip from Little Rock airport, 176 miles at .42/mi	74.00
Shuttle, est. round trip from San Jose airport to hotel	50.00
Hotel, 5 nights at 129/night, including est. tax at .10	710.00
Food, six days at \$28/day per diem, minus bkft day 1 and supper day 6	148.75
Time allocated to the project, 6 days	0.00
Total	<u>\$3,888.75</u>

# PROPOSED BUDGET FACULTY RESEARCH GRANT

(include budget categories as appropriate)

1.	Graduate assistant stipend	\$ <u>0.0</u>
	Fringe benefits @ .4% (4/10 percent) of graduate assistant stipend	<u>0.0</u>

2.	Non-work study stipend	<u>0.0</u>
	Fringe benefits @ .4% (4/10 percent) of non-work study stipend	<u>0.0</u>

3. \*Supplies (please list items to be purchased and estimated price per item including taxes and shipping, if appropriate):

Item No. 1 (e.g., software)	Estimated Price	<u>          </u>
Item No. 2 (e.g., copying costs)	Estimated Price	<u>          </u>
Item No. 3	Estimated Price	<u>          </u>
(additional lines as needed)		

Total estimated supplies	<u>0.0</u>
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4. Travel (please list travel expenditures by date and estimated costs): Includes cost of seminar and annual membership

Travel No. 1	Estimated Price	<u>\$3,888.75</u>
Travel No. 2	Estimated Price	<u>          </u>
Travel No. 3	Estimated Price	<u>          </u>
(additional lines as needed)		

Total estimated travel	<u>\$3,888.75</u>
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5. \*Capital Outlay (please list items to be purchased and estimated price per item including taxes and shipping, if appropriate):

Item No. 1	Estimated Price	<u>          </u>
Item No. 2	Estimated Price	<u>          </u>
Item No. 3	Estimated Price	<u>          </u>
(additional lines as needed)		

Total estimated capital outlay	<u>0.0</u>
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TOTAL PROPOSED BUDGET	\$ <u>3,888.75</u>
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\*Items purchased under \$2,500 (including taxes and shipping) are considered supply items. Capital Outlay items are those which cost \$2,500 or more (including taxes and shipping). Please contact the Purchasing Office for questionable items.

## BIBLIOGRAPHY

Material being studied for class and in preparation for the seminar.

### Project Management Periodicals

*Project Management Journal* - full text available through the ATU Library in ABI/Inform.

*Engineering Management Journal* - full text available through the ATU Library in ABI/Inform.

*International Journal of Project Management* - indexed through the ATU Library in ABI/Inform, articles available through interlibrary loan.

*PM Network* - full text available through the ATU Library in ABI/Inform.

### Professional Associations

Project Management Institute  
4 Campus Blvd.  
Newtown Square, PA 19073-3299  
(610) 356-4600  
www.pmi.org

American Society for the Advancement of  
Project Management  
6547 N. Academy Blvd., 404  
Colorado Springs, CO 80918  
(931) 647-7373  
www.asapm.org

### Bibliography

- Barczak, G., McDonough, E. F., and Athanassiou, N. (2006, May/Jun). So you want to be a global project leader? *Research Technology Management* 49 (3). 28-35. Available through ABI/Inform.
- Bibby, L., Austin, S., and Bouchlaghem, D. (2006). The impact of a design management training initiative on project performance. *Engineering, Construction and Architectural Management* 13 (1). 7- 26. Available through ABI/Inform.
- Brandel, M. (2006, Apr 10). The NEW project manager. *Computerworld* 40 (15). 43-47. Available through ABI/Inform.
- Brandel, M. (2005, Mar 28). Tricks of the trade. *Computerworld* 39 (13). 47. Available through ABI/Inform.
- Cicmil, S. (2006, Jun). Understanding project management practice through interpretative and critical research perspectives. *Project Management Journal* 37 (2). 27-37. Available through ABI/Inform.
- Cicmil, S., and Hodgson, D. (2006, Aug). New possibilities for project management theory: a critical engagement. *Project Management Journal* 37 (3). 111-122. Available through ABI/Inform.
- DeCarlo, D. (2004, Fall). Leading and managing extreme projects. *Leader to Leader* 34. 51-58. Available through ABI/Inform.
- DeMarco, A. A., (2005, Sep). Six steps to project success. *Cost Engineering* 47 (9). 12-14. Available through ABI/Inform.
- DiVincenzo, T. (2006, Summer). Project managers stay in charge and out front. *Occupational Outlook Quarterly*. 19-25. Available through ABI/Inform.
- Ebert, C. (2006 May/June). Understanding the product life cycle: four key requirements engineering techniques. *IEEE Software*. 19-25. Available through ABI/Inform.
- Gillard, S., and Price, J. (2005, Mar). The competencies of effective project managers: a conceptual analysis. *International Journal of Management* 22 (1). 48-53. Available through ABI/Inform.
- Glass, R. L. (2006, Nov). Looking into the Challenges of Complex IT Projects. *Communications of the ACM* 49 (11). 15-17. Available through ABI/Inform.
- Hegazy, T. (2006, Nov). Simplified project management for construction practitioners. *Cost Engineering* 48 (11). 20-28. Available through ABI/Inform.
- Kaliprasad, M. (2006, Dec). Proactive risk management. *Cost Engineering* 48 (12). 26-36. Available through ABI/Inform.

- Karlsen, J. T., and Gottschalk, P. (2006, Mar). Project manager roles in IT outsourcing. *Engineering Management Journal* 18 (1). 3-9. Available through ABI/Inform.
- Kent, S. (2006, Aug). We want you. *PM Network* 20 (8). 32-37. Available through ABI/Inform.
- Kuprenas, J. A., Jung, C. L., Fakhouri, A. S., Jreij, W. G. (2000, Dec). Project manager workload—assessment of values and influences. *Project Management Journal* 31 (4). 44-51. Available through ABI/Inform.
- Lee, D., and Sweeney, P. J. (2001, Jun). An assessment of influence tactics used by project managers. *Engineering Management Journal* 13 (2). 16-24. Available through ABI/Inform.
- Powell, R. A., and Buede, D. M. (2006, Mar). Decision-making for successful product development. *Project Management Journal* 37 (1). 22-40. Available through ABI/Inform.
- Scanlan, J. (2006, Jun). What's new in project management? *Consulting to Management* 17 (2). 35-36. Available through ABI/Inform.
- Shi, Q., and Chen, J. (2006, Dec.). *The Human Side of Project Management: Leadership Skills*. Project Management Institute. ISBN 13: 9781933890197 (hardback), ISBN 10:1933890193 (paperback).
- Mask, K. J., and Nalewaik, A. (2006, Nov). Spotlight on women in project controls. *Cost Engineering* 48 (11). 6-7. Available through ABI/Inform.
- Milosevic, D. Z. (2003). *Project Management ToolBox: Tools and Techniques for the Practicing Project Manager*. John Wiley & Sons, 2003, ISBN: 0471208221
- Nance-Nash, S. (2006, Oct). Everybody's a critic. *PM Network* 20 (10). 36-42. Available through ABI/Inform.
- Norrie, J., and Walker, D. H. T. (2004, Dec). A balanced scorecard approach to project management leadership. *Project Management Journal* 35(4). 47-56. Available through ABI/Inform.
- Pitagorsky, G. (2001, Jul 26). A scientific approach to project management. *Machine Design* 73(14). 78-82. Available through ABI/Inform.
- Sacco, R. (2006, Oct 23). Yogi Berra, PMP. *Computerworld* 40 (43). 44. Available through ABI/Inform.
- Wilhite, A., and Lord, R. (2006, Sep). Estimating the risk of technology development. *Engineering Management Journal* 18 (3). 3-10. Available through ABI/Inform.
- Zielinski, D. (2005, Jul). Soft skills, hard truths. *Training* 42 (7). 18-23. Available through ABI/Inform.



**Lori Kim Troboy, Ph.D.**  
**Curriculum Vitae**

**EDUCATION**

- 1997 Ph.D., Business Computer Information Systems, Supporting field I/O Psychology, University of North TX, Denton, TX  
1987 MBA, University of AR, Fayetteville, AR  
1980 B.S., Computer Science (math option), AR Tech University, Russellville, AR

**EXPERIENCE**

- |                      |   |
|----------------------|---|
| Sept 2002 to present | Associate Professor of Management Information Systems, AR Tech University, Russellville, AR   |
| Sept 1995 – Aug 2002 | Assistant Professor of Computer Information Systems and Management, Dowling College, Oakdale, NY  |
| Sept 1997 – Aug 1999 | CIS Department Coordinator, Dowling College, Oakdale, NY  |
| Nov 1997 – Aug 1998  | Consultant to NAFTA Intermodal Transportation Institute, Dowling College, Oakdale, NY   |
| Jun 1994 – May 1995, | Teaching Fellow, Business Computer Information  |
| Sept 1988 – Dec 1988 | Systems Department, University of North TX, Denton, TX  |
| Jul 1990 – May 1995  | Assistant Instructor, Computer Audit Specialist Training Program (U.S. IRS and U.S. Customs Service), Professional Development Institute, UNT, Denton, TX |
| Sept 1991 – May 1993 | Teaching Assistant, BCIS Department, UNT, Denton, TX  |
| Sept 1990 – May 1991 | Research Assistant, BCIS Department, UNT, Denton, TX  |
| Sept 1989 – Aug 1990 | Research Associate, Information Systems Research Center (ISCR), UNT, Denton, TX   |
| Jan 1989 – Aug 1989  | Research Assistant, ISRC, UNT, Denton, TX   |
| Jun 1988 – Aug 1988  | Assistant Professor, Computer & Management Science Department, AR Tech University, Russellville, AR   |
| Aug 1982 – May 1988  | Instructor, Computer & Management Science Department, AR Tech University, Russellville, AR  |
| Jun 1981 – Oct 1982  | Chair, Business Data Processing Department, Capital City Business College, Russellville, AR   |

**PUBLICATIONS/CONFERENCES**

- “Peer Reviews: Are Web-Based Ratings More Accurate Than Paper-and-Pen Ratings?” (Summer 2007). forthcoming in *The Business Review, Cambridge* v7.1 by Troboy, Roach, and Cochran.
- “Are Online Classes for Everybody?” (Fall 2006). *Journal of Business Administration Online* v5.2 forthcoming by Troboy, Cochran, and Roach.
- “The Effects of Humor and Goal Setting on Individual Brainstorming Performance.” Roach, Troboy, Cochran. *Journal of American Academy of Business, Cambridge* v9.2 (Sept. 2006).
- “Linking Shop Floor Performance to Company Objectives.” by Cochran and Troboy. Presented by Dr. Troboy at Great Game of Business Annual Conference in March, 2006, in St. Louis, MO.
- “Encouraging Academic Honesty in Student Work.” Troboy, Roach, Cochran. *Journal of Business Administration Online* v4.2 (Fall 2005).
- “Tablet PCs & Learners: Tool or Roadblock.” Presented with Dr. Loretta Cochran and Dr. Joe Moore at the AR College Teachers of Economics and Business Annual Meeting (ACTEB) on Oct. 7, 2005, at AR Tech University, Russellville, AR.

## **Lori Kim Troboy, Ph.D.**

### **Curriculum Vitae**

- "Tablets and Textbooks: Changing the Way Students Learn." Troboy, Cochran, and Roach. Presented by Dr. Troboy at The International Academy of Business and Public Administration Disciplines (IABPAD) in Dallas, TX on May 23-25, 2005.
- "Business Plans: A Multidisciplinary Approach" by Washington, Cochran, and Troboy. Presented by Ms. Washington at The International Academy of Business and Public Administration Disciplines (IABPAD) in Dallas, TX on May 23-25, 2005.
- "Building Communities of Learners." Attended the Tenth Annual Instructional Technology Conference at Murfreesboro, TN on April 3-5, 2005, and hosted by Middle Tennessee State University.
- "Teaching Hardware Concepts in a Management Information Systems Course." Troboy. *Journal of Business Administration Online* v3.2 (Fall 2004).
- "Multi-course Projects: Not Just for Lock-Step Programs Anymore!" Cochran, Troboy, and Harmon. Presented by Dr. Cochran at the AR College Teachers of Economics and Business (ACTEB) Conference in Conway, AR, on October 1, 2004.
- National Science Foundation Regional Grants Conference. Attended Oct. 4-5, 2004. Washington University, St. Louis, MO.
- "Leadership Development: A Collaborative Classroom Assignment." Troboy and Harmon. Presented at the Society of Business, Industry, and Economics (SOBIE) 6th Annual Conference April 4-7, 2004, Branson, MO.
- "A Profile of Online Shoppers". Mayer, Mason, and Troboy. Presented at the Southwest Business Symposium, University of Central Oklahoma, Edmond, OK, April 1 & 2, 2004.
- "Incorporation of Virtual Team Skill Development Into Course Curriculum." Bailey, Troboy, and Hall. *1999 Annual Decision Sciences Institute Conference*, November 20 - 23, New Orleans, LA.
- "Creating a Linkage Between Academia and the Software Development Industry: The Evolution of LISTnet." Troboy. Presented at Fifth International Conference on Social Values: The Changing Face of Business and Education, Oxford University, July 6-9, 1999, Oxford, United Kingdom. Published in conference proceedings *New Wine In Old Bottles*, Vol. 7 (2000), ed. Samuel Natale. Published by University Press of America, Maryland, and the Oxford University Centre for the Study of Values in Education and Business.
- "Academic Internet Resources: Integration and Training in an Outsourced Environment." Davis, Gotsch, and Troboy. *International Information Resource Management Association Conference Proceedings*, May 1998, Boston, MA.
- "Internet Hunts: Integration into MBA Classes", Fischer, Schatzberg, and Troboy. In 1996 Proceedings Information Systems and Quantitative Methods Track, 32nd Annual Meeting of the Midwest Business Administration Association, Society for the Advancement of Information Systems, March 13-15, 1996, Chicago, IL.
- "A Study of Differences Perceived by Information Systems Professionals in the Systems Development Job Environment Due to the Use of ICASE Technology" Dissertation. Chair: Dr. Michael T. Vanecek.
- "Ethical Issues in the Use of Human Subjects in Experimental Research." Troboy. BCIS Working Papers Series, 1991.
- "The Management of End User Computing." Troboy. BCIS Working Papers Series, 1989.

### **AWARDS**

Donald W. Reynolds 2005 Governor's Cup Business Plan Competition. Co-Faculty Advisor for AR Tech University Team: *River Valley Biodiesel*. Undergraduate team placed 3<sup>rd</sup> in the statewide contest with \$6,000 total prize for team and \$1,000 prize for faculty. Two student research papers resulted from the project. Ms. C. Washington presented at IABAD and SOBIE (2005). Ms. M. Judy presented at the 6<sup>th</sup> Annual Seniors Honors and Undergraduate Research Symposium (AR Tech, April 21, 2005).

**Lori Kim Troboy, Ph.D.**  
**Curriculum Vitae**

**GRANTS**

Assessment Project Grant from AR Tech University for \$2,000 awarded Dec. 14, 2004. "Pedagogical Effectiveness of Tablet PCs." Fall 2004. Dr. Kim Troboy, Dr. Loretta Cochran, and Dr. David Roach. One presentation ("Tablet PCs & Learners: Tool or Roadblock") and one paper published ("Tablets and Textbooks: Changing the Way Students Learn").

Undergraduate Research Grant from AR Tech University for \$2,600. "Profit Point Identification for BioDiesel." Fall 2004. Dr. Loretta Cochran, Dr. L. Kim Troboy, and Dr. David Roach. A paper and a presentation ("Multi-course Projects: Not Just for Lock-Step Programs Anymore!" and "Business Plans: A Multidisciplinary Approach")

**PROFESSIONAL AND HONORARY SOCIETY MEMBERSHIPS**

Association for Information Systems (AIS)  
Alpha Iota Delta, Decision Science Honor Society, Nu Tau Chapter  
Beta Gamma Sigma National Honor Society, AR Alpha Chapter  
Alpha Chi National Honor Society, AR Kappa Chapter

**OTHER PROFESSIONAL DEVELOPMENT ACTIVITIES**

Member of the Business & Technology Panel at the Education Technology Conference, May 4, 2001.  
This event was sponsored by the Hauppauge Industrial Association.

Liaison to Long Island Software and Technology Network, Jan. 1998 – May 2000. Education Committee, Dean's Committee, Electronic Commerce SIG.

Radio interview, April 2000, on the Melissa or Love Bug virus (the nature and effect of the virus, how it spread, variations, the process and cost to businesses to remove it, and ways individuals can protect themselves from viruses).

"Women and Minorities: What They Bring to the Team" Presentation to Long Island chapter of the National Purchasing Managers Association, January 1998.

"Effective Web Management" Presentation to Long Island chapter of the National Purchasing Managers Association, April 1998.

Consulting services to the NAFTA Intermodal Transportation Institute. Assisted with installation of an NT server, coordinated student work, and contributed to the development and publication of their web site. Fall 1997– Spring 1998.



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**Course Details**

**Project Management: Competencies and Structure including an Introduction to PMI's A Guide to the Project Management Body of Knowledge (PMBOK® Guide)**

**Category:** Core Competencies

**Instructors:** [Bradley A. Malone, PMP](#), or [Robert St. Germain, MBA, PMP](#),

**Level:** Introductory

For newly assigned project managers or those who have never attended formal training, this course is a necessity.

Get the practical and insightful knowledge you need to initiate, plan, execute, control and close a project successfully. Your abilities as a project manager depend on understanding the competencies and structure of project management.

Through discussion, facilitation and practical exercises, you will understand how to integrate and apply the *PMBOK® Guide* into effective processes for establishing priorities and proactively managing your projects.

**A Guide to the Project Management Body of Knowledge (PMBOK® Guide) areas covered:** All.

Seminar DatesWho should attend?What will my seminar experience cover?How will I benefit?What instructional materials will be used?How many PDUs/CEUs will I earn?**Seminar Dates**

Date	Location	Instructor	Status
26-29 March	<a href="#">Miami, Florida, USA</a>	Robert St. Germain, MBA, PMP	FULL
2-5 April	<a href="#">Scottsdale, Arizona, USA</a>	Bradley A. Malone, PMP	FULL
7-10 May	<a href="#">Dallas, Texas, USA</a>	Robert St. Germain, MBA, PMP	FULL
11-14 June	<a href="#">San Jose, California, USA</a>	Bradley A. Malone, PMP	OPEN
16-19 July	<a href="#">Orlando, Florida, USA</a>	Robert St. Germain, MBA, PMP	OPEN
13-16 August	<a href="#">Washington, DC, USA</a>	Bradley A. Malone, PMP	OPEN
10-13 September	<a href="#">Las Vegas, Nevada, USA</a>	Bradley A. Malone, PMP	OPEN
10-13 October	<a href="#">Atlanta, Georgia, USA</a>	Bradley A. Malone, PMP	OPEN
12-15 November	<a href="#">Scottsdale, Arizona, USA</a>	Bradley A. Malone, PMP	OPEN

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**Who should attend?**

- Individuals from various industries new to project management
- Those who have never had formal project management training.

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**What will my seminar experience cover?**

- *Project manager role:* Define project manager/project sponsor/functional manager/team member roles and responsibilities, and understand the impact of different organizational structures and reward/recognition strategies.
- *Document relationships:* Relate the statement of work (SOW), Work Breakdown Structure (WBS) and specifications to each other.
- *Scheduling processes:* Identify activities, establish logical relationships, estimate durations and determine critical path activities.
- *Estimating methodologies and budgeting practices:* Gain techniques for estimating costs and

- assigning resources, and acquire methods for measuring earned value and performance.
- *Quality*: Distinguish and apply quality planning, assurance and control methods.
- *Risk management*: Learn identification, qualitative and quantification methods, response development strategies and risk control techniques.
- *Communications*: Understand the various types of communications, and learn different methods and formats for gathering and disseminating project information.
- *Procurement*: Identify the differing types of contracts, their intended usage, the motivations of the customer and supplier in each type, and their ramifications on completing projects successfully.
- *Team structures/practices*: Foster effective communications and feedback among team members, customers, suppliers and managers.
- *Understanding the need to establish variance and change thresholds for scope, time and cost control*.

Reference Book: Seminar includes the *PMBOK® Guide—Third Edition*.

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#### **How will I benefit?**

Develop and enhance the contributions you make to your organization by learning to:

- Establish norms and ground rules for effective team communication
- Generate project requirements and the operational success criteria to be achieved by the project's outcome
- Create a project WBS with associated specifications
- Design a project schedule with activities, durations and interdependencies
- Delineate, assign and track project resources and associated costs
- Identify and quantify project risks and develop resolution strategies
- Understand basic contract types and the project ramifications
- Identify, capture, measure and analyze important project metrics
- Create a high-performing project team focused on customer satisfaction
- Develop and document a comprehensive and integrated project plan.

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#### **What instructional materials will be used?**

Discussion, lecture, group exercises and presentations.

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#### **How many PDUs/CEUs will I earn?**

Four-day seminar:

- 2.7 CEUs
- 27 PDUs

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**11-14 June 2007****Registration:****Early Member Registration Deadline: 14 May 2007**[Register Online Now!](#)[More registration details](#)**Hotel information:**[Hilton Newark/Fremont](#)

39900 Balentine Drive

Newark, California, 94560-0564

USA

The Hilton Newark/Fremont is located 13 miles from the San Jose International Airport. A block of guestrooms has been reserved at the special low rate of \$129.00 (US) per night. This special single-occupancy rate is offered until 20 May 2007 or until the room block sells out. Make reservations early, as rooms tend to sell out quickly. Call the hotel directly at 800-HILTONS (within the United States and Canada) or +858-558-1500 (from all other locations) to make a reservation. Be sure to mention the Project Management Institute to receive the SeminarsWorld® rate. Reservations can also be made online.

Get more information about [San Jose](#).**Seminars Offered**

Date	Topic
11-14 June	<a href="#">Project Management: Competencies and Structure including an Introduction to PMI's <i>A Guide to the Project Management Body of Knowledge (PMBOK® Guide)</i></a>
11-14 June	<a href="#">The Strategic Project Office: Performance Measurement and Governance</a>
11-12 June	<a href="#">No Nonsense Advice for Successful Projects</a>
11-12 June	<a href="#">Project Portfolio Management: Selection, Prioritization and Management</a>
13-14 June	<a href="#">Project Communications Management/Winning Project Presentation Skills</a>
13-14 June	<a href="#">Effective Virtual Team Management</a>



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**Bradley A. Malone, PMP**, president of [Twin Star Consulting Company](#), a project management and corporate transformation consulting company, has managed numerous large hardware, software development and integration projects. He has directed many project management process implementation and improvement efforts for major corporations. He develops and instructs training courses in basic and advanced project management skills, team building and facilitation skills. He leads project management audit teams for commercial and government clients, and he consults with a wide variety of customers on project and quality management implementation issues. Mr. Malone holds the Project Management Professional (PMP®) designation from the Project Management Institute and is a certified Neuro-Linguistic Programming Master Practitioner.

**Course Offerings****Course**

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**Robert St. Germain, MBA, PMP**, a former executive and hands-on project manager, is a pragmatic, bottom-line oriented project management consultant and coach. His experience, which includes civil engineering projects with the United States Army Corps of Engineers, includes expertise in information technology, business change and product development projects in numerous organizations and enterprises. Drawing on this broad base of knowledge and experience, he works to increase the overall effectiveness of project organizations, teams and individuals by focusing on planning, work processes and organizational and interpersonal skills integrated with project management tools and methods. His depth in project management and his understanding of the "whole business" enable him to guide clients toward integrated solutions and strategies.

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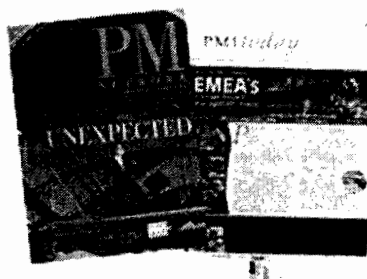
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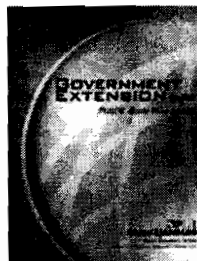
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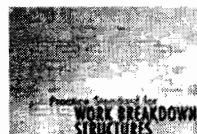
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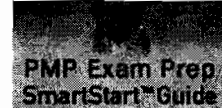
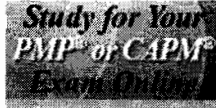
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