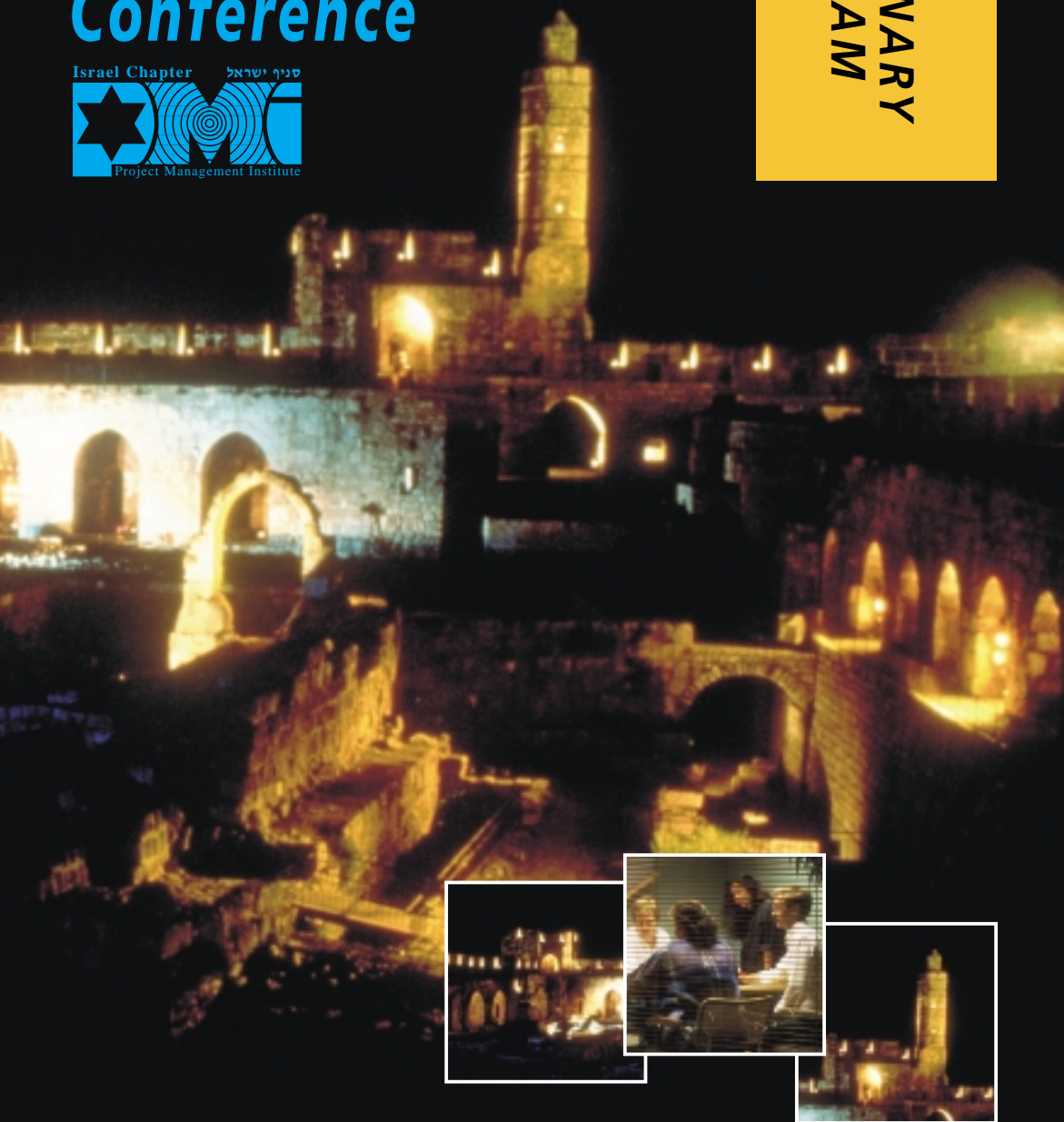


The 3rd European Project Management Conference



**PRELIMINARY
PROGRAM**



**Renaissance Jerusalem Hotel
June 11-16, 2000**

Dear Project Management Colleague,

I would like to encourage you to join us in Jerusalem for the exciting **Third European PMI Conference** - an outstanding gathering of speakers on subjects of central interest to the project management community, as well as an excellent opportunity to network with your peers at the European and International level .

You will not only have the privilege of listening to what's happening at the forefront of project management application and development, you will also share the special PMI atmosphere generated by engaged and professional project managers, sharing their war stories and contributing their experiences and best practices to each other. You will be attending this dynamic event in Israel, a country where history meets the future and where breath-taking views and a special culture await you.

You can expect to go away with numerous contacts that may form the basis for new endeavors in the future, having encountered the international project manager - and with the satisfying feeling of having efficiently updated your project management skills in a stimulating environment.

I look forward to meeting you there!

Jessy Magerl, PMP

Project Management Institute Director of Regional Advocacy Europe
President of the Project Management Institute Munich Chapter

Dear Colleagues,

On behalf of the Israel Chapter of the Project Management Institute (PMI), it is my pleasure to invite you to participate in the Third European PMI Conference. Israel is a country thriving with numerous and exciting projects in the high tech, software development, bioengineering, pharmaceuticals, aerospace, defense and infrastructure areas, among others.

As you may see from the preliminary program, the Conference will provide ample opportunities for learning and interaction with colleagues and associates from Israel, Europe, and all over the world.

We look forward to welcoming you to Israel and meeting you at the Conference.

Tzvi Raz

Chairman, Symposium Program



INTERNATIONAL ADVISORY BOARD FOR SYMPOSIUM AND WORKSHOPS

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CHAIRMAN, SYMPOSIUM PROGRAM

Dr. Tzvi Raz

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SPONSORING ORGANIZATIONS

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Web Site: <http://www.ortra.com/pmi>



Program Outline

SUNDAY, JUNE 11, 2000

17:00–20:30 Arrival and Registration at the Renaissance Jerusalem Hotel

MONDAY, JUNE 12, 2000

09:00-17:00 Workshops

20:30 "Get Together" Reception at the Renaissance Jerusalem Hotel

TUESDAY, JUNE 13, 2000

All day Symposium

20:00 Evening Tour of the Israel Museum, Jerusalem followed by a cocktail reception.

WEDNESDAY, JUNE 14, 2000

All day Symposium

20:00 Tel Aviv Jaffa Night Tour and Dinner (Optional)

THURSDAY, JUNE 15, 2000

09:00-17:00 Workshops

Accompanying Persons' Program

** Tours will depart from the Renaissance Jerusalem Hotel at 09:00 hours.
Approximate return to Hotel: 13:00 hours*

MONDAY, JUNE 12, 2000

09:00 Guided tour to Jerusalem Supreme Court, Mount Herzl, and the Chagall Windows at Hadassah Medical Center, Ein Kerem

20:30 "Get Together" Reception at the Renaissance Jerusalem Hotel

TUESDAY, JUNE 13, 2000

20:00 Evening Tour of the Israel Museum, Jerusalem followed by a cocktail reception.

WEDNESDAY, JUNE 14, 2000

20:00 Tel Aviv Jaffa Tour and Dinner (Optional)

THURSDAY, JUNE 15, 2000

09:00 Guided tour to Stalactite Cave and Visit to Kibbutz Zora in the Judean Hills



Key-Note Speakers*

TUESDAY, JUNE 13, 2000:

Managing the Herodian Temple Project: An Exercise in Multi-controversy Resolution

Prof. Y. Gafni, The Hebrew University, Israel

WEDNESDAY, JUNE 14, 2000

Project Management in the High-Tech Industry

Speaker: to be announced

Symposium List of Sessions*

SESSION 1: ROUND-TABLE DISCUSSION ON THE ROLE OF PROJECT MANAGEMENT IN THE 21ST CENTURY ORGANIZATION

Moderator: E. Y. Mozes, Israel

In this Roundtable Talk - or panel discussion - participants like Mr. G. Shalgi, CEO, RAFAEL, Israel; Mr. J. Seufert, Director of Projects, ABB-Alstom Power, Germany; Prof. A. Shtub, Industrial & Management Eng., Technion, Israel; and Mr. H. Woodward, Senior Project Manager, Procter & Gamble, USA, Vice Chair of the Global PMI; offer diverse views on the subject in a highly interactive way. The emphasis will be on actual implementations with some theoretical background and on practical recommendations what to do. The diversity of the speakers' expertise ensures the widest appeal.

SESSION 2: MANAGING MULTINATIONAL PROJECTS

Key Elements of European Project Realisation

W. Marek, Poland

Using Multiple Currencies for Global Project Costing

BE. Smalley, USA

Project Quality Achievement Within a Multinational Organisation

M. Eriksson, N. Junuzovic, J. Lilliesköld, Sweden

* Program is subject to change.

SESSION 3: CROSS-CULTURAL ISSUES

International Cooperation Projects In a Network: Design and Management Proposals

JC. Fdez-Arroyabe, N. Arranz, Spain

Barriers to Embedded Knowledge Transfer in an Anglo-Japanese Engineering Project

A. Saka, UK

Assessing the Effects of Organisation Culture on Projects

H. Andrew J, UK

Leadership and Project Management Challenges With a Multicultural Workforce: An Australian Case Study and Its Global Implications

D. Lewis, E. French, Australia

SESSION 4: MEASUREMENT AND CONTROL OF PROJECT PERFORMANCE

Measuring Project Performance and Accrediting Team Members

M. Granot, Israel

Causes of Project Performance - Based on PMI Global Survey

G. A. Diéguez, USA

Comparative Analysis Based Control of Projects in Technological Environments

H. Eilat, B. Golany, A. Shtub, Israel

SESSION 5: PROJECT RISK MANAGEMENT I

Assessing Risk and Exploiting Uncertainty in Project Management: The Info-gap Approach

Y. Ben-Haim, Israel

Broadening Our Risk Management Perspective

D. H. Hamburger, USA

SESSION 6: PROJECT RISK MANAGEMENT II

Risk Assessment in the Europe - Middle East - Africa Environment

J. Magerl, Germany

Benchmarking Risk Management Capability

D. A. Hillson, UK

The New Risk Management Treatment for the GPMBOK

D. T. Hulett, USA



SESSION 7: STRATEGIC PROJECT MANAGEMENT I

Increasing Shareholders' Value in Project Environment: EVA and Value Drivers

B. Ronen, *Israel*

Converging Decision-support Tools on Successful Strategic Project Management: From Theory to Practice

B. Asrilhant, R. G. Dyson, *UK*

Strategic Management by Projects for Sustaining Competitive Advantage

D. E. White, *USA*

SESSION 8: STRATEGIC PROJECT MANAGEMENT II

The Determination of Systems Life Span

D. Gonen, *Israel*

Improving the Project Alignment With the Business' Drivers

O. Zwikael, D. Amir, A. Quaadgras, *Israel*

Project Strategy – the Missing Link

A. J. Shenhar, D. Dvir, *Israel*

SESSION 9: ORGANIZATIONAL DESIGN

Building a World Class Project Organization

G. Smart, *UK*

Matrix Management: When Do Project Managers Agree With Functional Managers?

Z. Laslo, A. I. Goldberg, *Israel*

From Product to Project Orientation

M. Bhend, *Germany*

The Emergent Organization

M. Thiry, *UK*

SESSION 10: PEOPLE MANAGEMENT IN PROJECT ENVIRONMENTS

Managing Team Project Dynamics

K. Pompan, *Israel*

Developing a Cohesive Team; Focused, Facile and Friendly

R. A. Winston, R. E. Heard, G. L. Leatherman, *USA*

The 3 R's of Performance Management in Project-based Service Organisations

D. Cooper, *UK*

SESSION 11: COMPETENCY AND SKILLS DEVELOPMENT

Introduction to Software Projects' Management a New Undergraduate Course in Software Project Management

M. Ben-Menachem, Israel

Developing the Competence to Manage by Projects

C. Lynn, Australia

Introducing a Programme / Project Focus and Culture at Eurocontrol the European Organisation for the Safety of Air Navigation in Europe

D. Kingman, J. Louis, Belgium

SESSION 12: MANAGING NATIONAL INFRASTRUCTURE PROJECTS

Ben Gurion 2000 New Terminals Project Documentation System - the Sole Sound Base for Historical Records and Decision Making

T. Lupu, Israel

Implementing BOT Projects in Israel: The Carmel Tunnels Project

D. Balasha, O. Dafni, Israel

Jerusalem Wastewater Treatment Plant Project

A. Shapira, A. Efron, Israel

SESSION 13: PROJECT MANAGEMENT IN THE CONSTRUCTION INDUSTRY

Risk Management in a Construction Project

M. Shwartz, J. Hendler, Israel

Avoiding Claims and Disputes in the Construction Industry

S. C. Bartsch, G. F. Jergeas, Canada

Communication Patterns in Construction at the Project Manager Level

I. M. Shohet, S. Frydman, Israel

SESSION 14: MANAGEMENT OF PROJECT TIME BUFFERS

Critical Chain or Resource Critical Path?

E. Uyttewaal, Canada

Planning for Fast Tracking Project And the "Project Barometer"

M. Nunberg, Israel

A TOC Simulation Tool for Validating the Problem and the Solution for Project Management

E. Schragenheim, Israel



SESSION 15: PROJECT SCHEDULING

Special Features of Russian Project Management Software

V. Liberzon, *Russia*, **I. Lobanov**, *The Netherlands*

Time Standards and Project Scheduling in the Service Sector

I. Balaila, *Israel*

Implementing Enterprise-wide and Portfolio Project Management Systems – Problems and Solutions

Y. Engelman, *Israel*

SESSION 16: SUPPLIER AND CONTRACT MANAGEMENT I

Vendor Screening in IT Contracting with a Pilot Project

E. M. Snir, **M. Lorin**, *Israel*

Project Management and Outsourcing: The Dos and Don'ts of Implementation from the Experience of Singapore National Library Board, Library Support Services

S. Rajagopal, **T. A. Cheng**, *Singapore*

Offset in Defense Projects - a Management Challenge

A. Gilan, **N. Malkin**, **M. Hershkovitz**, *Israel*

SESSION 17: SUPPLIER AND CONTRACT MANAGEMENT II

Managing Buyer Risk in a Multi-vendor Environment

R. Kalluri, *USA*

Trust-based Contracts – a Competitive Advantage or a High-risk Proposition?

F. Hartman, *Canada*

A Systematic Approach to Expert Deliverables for Automotive & Manufacturing Based Project Management Systems

D. A. Posner, *USA*

SESSION 18: MANAGEMENT OF HIGH-TECH AND SOFTWARE PROJECTS I

Flying in the Jetstream

R. Peper, *New Zealand*

Distributed Project Management Techniques Increase Client Satisfaction in Data Networking Services

I. Drumea, *Canada*

Seven Principles of Highly Effective E-business Project Management

J. Perone, *USA*

SESSION 19: MANAGEMENT OF HIGH-TECH AND SOFTWARE PROJECTS II

SEPG: Re-tooling the Project Office Concept

R. L. Anello, S. Drtina, R. Teel, USA

How to Manage the Balance Between New-use and Innovation in R&D Processes

E. Pasher, R. Dvir, Israel

SESSION 20: MANAGEMENT OF INFORMATION TECHNOLOGY PROJECTS

Managing the Move to Outsourcing IT Services

M. Hadass, Israel

Shoes for the Cobblers - Managing IT Organizations and Projects

A. Yuval, Y. Carmon, Israel

Test Management - Solutions for Project Improvement

D. Powell, UK

SESSION 21: MANAGEMENT OF ERP PROJECTS

How to Manage an ERP Project

A. Nissimov, Israel

Integrated Project Management in an ERP Environment

E. Tropen, Israel

Managing ERP Implementation Using Basic Software Tools and Web Based Scheduling Control

R. Viana Vargas, Brazil

SESSION 22: BEST PRACTICES IN PROJECT MANAGEMENT I

The Use of Maturity Model for Improving Project Management

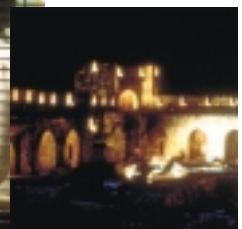
S. Lubianiker, Israel

Project Dynamics: the Law of Unintended Consequences

W. R. Duncan, USA

A Message for The Project Manager of The 21st Century (Don't Burn All Your Bridges to the Past)

D. H. Hamburger, USA



SESSION 23: BEST PRACTICES IN PROJECT MANAGEMENT II

Information Driven Project Management

S. Denker, USA

Integrated Model of Reengineering and Technology Information Projects Application.

I. Durlik, Poland

Debiases Models in Decision Making for Project Management

A. Dan, Israel

SESSION 24: APPLICATIONS

Project Management Integration Into the Higher Education Enterprise

K. Mansour, UK

Startup Management – a Case Study

N. Rosenberg, R. Zviel-Girshin, Israel

Production Development Projects Management

E. Krajewska-Bińczyk, Poland

SESSION 25: KNOWLEDGE MANAGEMENT IN PROJECT ENVIRONMENTS I

How Do Organisations Coping with Limited Resources and Changing Environments Manage Project-related Knowledge?

I. Oshri, UK

Knowledge Management for Project-based Learning: Insights from Cross-sectoral Research in the UK

M. Bresnen, L. Edelman, S. Newell, H. Scarbrough, J. Swan, UK

The Limits and Possibilities of Inter-project Learning in the Production of Complex Products and Systems

T. Brady, N. Marshall, J. Sapsed, UK

SESSION 26: KNOWLEDGE MANAGEMENT IN PROJECT ENVIRONMENTS II

Knowledge Management in a Project-oriented Environment

R. Gordon, R. Karni, Israel

Meaning of Knowledge Management in Logistic Systems Project

M. Nowicka – Skowron, B. Skowron – Grabowska, Poland

Knowledge Management- an Enabler to Effective Project Management

M. Levy, Israel

Poster Cluster

Project Managers: Are They Consistent on the Resources Allocation Process?

I. Balaila, I. Gilad, *Israel*

The Commitment Web- How to Setup the Infrastructure for Autonomous Project Management

E. Zalmenson, *Israel*

Hazards to Avoid in a Software Improvement Process

M. Ze'evi, *Israel*

Winning Projects and Products Through Design

M. Rotenberg, *Israel*

Online Software Project Scheduling

I. Intorsureanu, *Romania*

Knowledge Capture in Project Environments: Learning to Partner in the UK Construction Industry

M. Bresnen, N. Marshall, *UK*

Impact of Random Conditions on Projects in Capital Changes

H. Szopa, J. Szopa, *Poland*

A Model of Marketing Culture – Results of Investigations

A. Stachowicz-Stanusch, *Poland*

Managing the Complex Social Projects. Restructuring Process of Traditional Industries in Poland

J. Stachowicz, J. Bendkowski, *Poland*

Smart Projects

G. M. Dunne, *New Zealand*



Workshops Program

WORKSHOP 1 - MONDAY, JUNE 12, 2000

Sponsoring Breakthrough

Project Performance - Karen Strichartz, USA

This seminar is directed at mid-level and senior executives who want to significantly improve the performance of projects and their business enterprise. The learning objectives of the seminar are to:

1. Relate fundamental project management concepts and principles to organizational strategy and objectives
2. Construct a business case for radical change in an organization's project management capabilities
3. Define the role and responsibilities of an effective sponsor of project management change
4. Evaluate the merit of a plan to effect the project management improvements
5. Integrate the human side of change management into the project management improvement plan, and
6. Identify barriers to success and how to intervene to remove those barriers.

WORKSHOP 2 - MONDAY, JUNE 12, 2000

Program Management - Michel Thiry, UK

Objectives of the Course are to enable participants to:

1. Distinguish between programs, projects and strategic management
2. Understand why, when and how to use program management
3. Develop a program management framework and culture
4. Develop a full 'toolbox' beyond simple programming tools
5. Practice stakeholders management and project benefits assessment
6. Understand the competencies required of a program manager

WORKSHOP 3 - THURSDAY, JUNE 15, 2000

Managing Project Managers:

The Strategy, People, Resources & Politics - Paul Smith, USA

Are you wearing too many hats? Cross department manager...functional/line manager... project sponsor. This Senior Project Management (SPM) workshop is available to assist PM professionals to master all the elements and challenges that go into being a top-notch project manager. This must workshop will improve productivity & customer satisfaction while reducing cost of rework. This workshop will explore the new models associated with managing the project manager and the environment they work in. It will offer insight to the project structure, including the project office concept and the competencies needed to survive in such a culture. This curriculum is based on PMBOK standards.

WORKSHOP 4 - THURSDAY, JUNE 15, 2000

Managing Project Team Dynamics - Kobi Pompan, Israel

Whether people work well in teams or not determines the success or failure of your project. Teamwork and the skilled management of people in a formal or informal group are the key ingredients of successful projects. It is essential that managers have a sound understanding of team dynamics, both on departmental level and across functionally, where many conflicts often remain unresolved. This Insights program helps participants develop an awareness of how they can influence the effectiveness of a team by understanding more about their own role and type and preferences of other team members.

WORKSHOP 5 - 2-DAY WORKSHOP (1 DAY ALSO AVAILABLE) MONDAY, JUNE 12, & THURSDAY, JUNE 15, 2000

Building an Effective Project Plan - Mickey Granot, Israel

In order to successfully conclude a project, there are two necessary conditions: the first one is to have a focused, rigorous and agreed upon project plan, and the second is to effectively control the progress. This seminar deals with the first necessary condition. The seminar is a hands-on seminar during which you prepare a full project plan to one of your real life projects. The first part is dedicated to defining your project objective and scope, develop a list of obstacles and identify the appropriate intermediate objectives. These deliverables are then incorporated into a prerequisite tree. The second part is dedicated to transforming the prerequisite tree into a project plan. In this part you will generate the task list, determine their interdependencies, chart task sequences using PERT, and analyze the plan.



GENERAL INFORMATION

LOCATION

The Conference will be held at the Renaissance Hotel, Jerusalem, Israel.
Tel: +972-2-6599999 , Fax: +972-2-6511824

LANGUAGE

The official language of the Conference will be English.

PROCEEDINGS

Accepted papers will be published in a CD, which will be distributed to the participants of the conference.

EXHIBITION

A Trade Show will be held in conjunction with the Conference. For further information please contact the Conference Secretariat.

CLIMATE AND CLOTHING

June is summer in Israel. No rain is to be expected. Temperatures in Jerusalem will be between 18° - 27°C. Dress will be informal throughout the Conference.

VISA

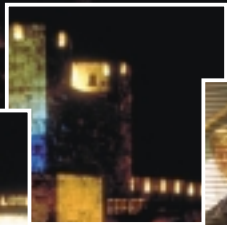
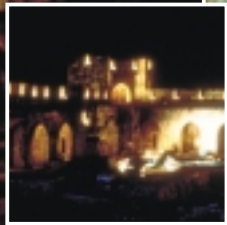
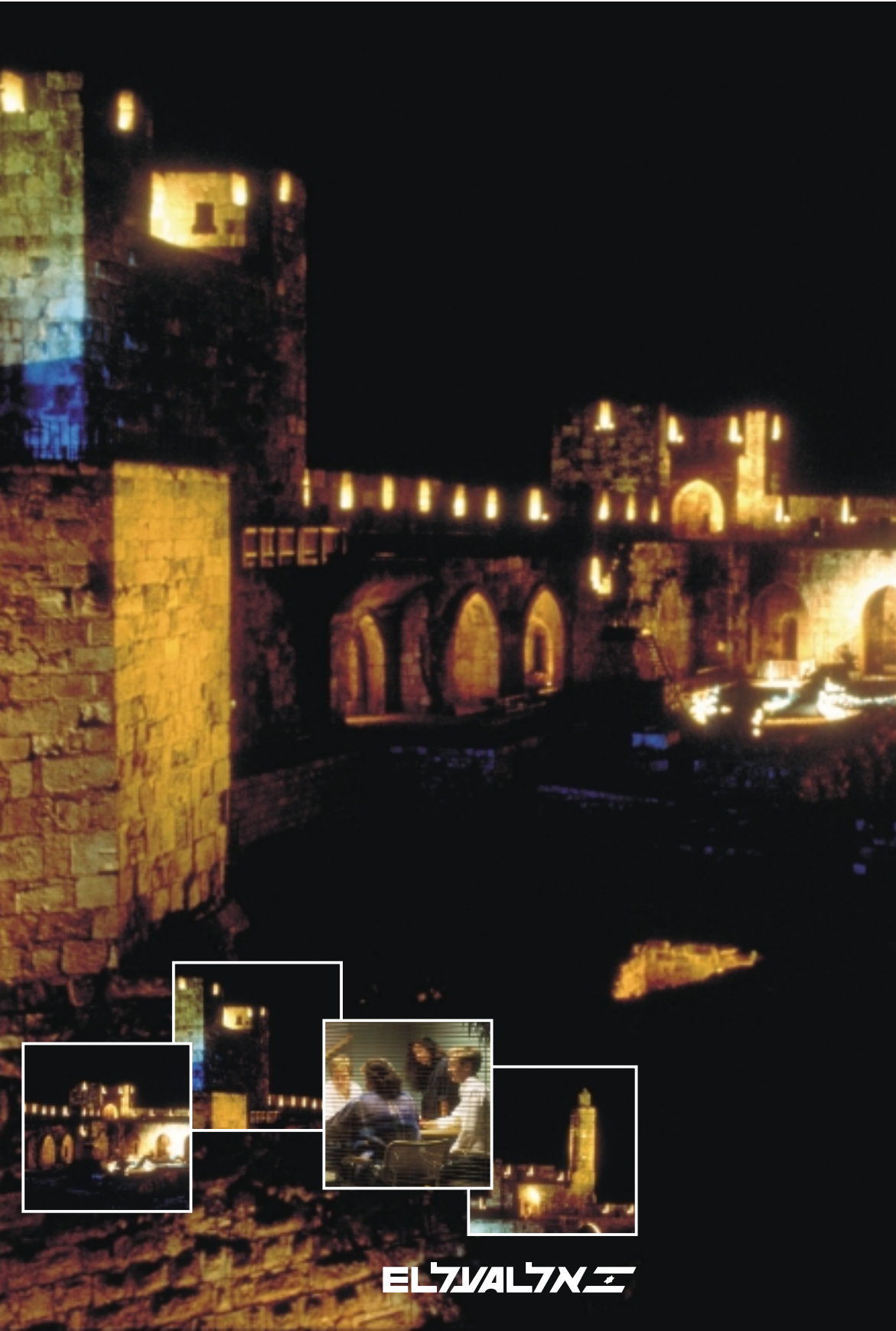
Citizens of most countries do not require a visa before entering Israel. However, Individuals from countries without diplomatic relations with Israel should write to the Secretariat, no later than three months prior to the Conference, giving their full name, date and place of birth, passport number and date of issue, flight number and time of arrival.

CURRENCY

The unit of currency is the New Israel Shekel (NIS), commonly known as the Shekel. The shekel consists of 100 Agorot. Approximately NIS 4.20 = US\$ 1 (as of January 2000).

CREDIT CARDS

Most shops, restaurants and hotels accept major credit cards, including Visa, Eurocard/Mastercard, American Express and Diners Club.



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