



# PMICentralMassReport

## Upgrade Yourself to the 4th Edition PMBOK®

If you studied to take your PMP exam using the PMBOK® Guide 3rd edition and were unable to take and pass the exam before June 30th 2009, then you are now required to take the exam based on the new PMBOK® Guide 4th edition. The PMI will not make any exceptions.

There are notable changes between version 3 and version 4 of the PMBOK® Guide. For instance the number of processes has been reduced from 44 to 42.

This seems straightforward at first. But if you look deeper into this, you will realize that the change wasn't simply that 2 processes have been removed. Instead what happened is that some processes have been removed from the Guide, some have been combined and several new processes have also been added. So what looks like a simple reduction in numbers is in fact more complex than that.

Appendix A in the PMBOK® Guide 4th edition describes the bulk of the changes. A number of authors have also described these changes and made their analysis available for free. It is, however, important to note that these descriptions don't list all the detailed changes. For instance, the inputs, tools, techniques and outputs of many processes have changed. Some have been removed and new ones have been added. You will not find a complete description of all the changes.

Because of this large amount of changes throughout the PMBOK® Guide, it is impossible to simply "study the difference". The changes are sometimes conceptual, sometimes dramatic and sometimes minor. But they are here and your PMP Exam may require you to know them. "Upgrading" your knowledge from the 3rd to the 4th edition can therefore not be done "change-by-change". It has to be a holistic approach.

However, it must also be said that just because the PMBOK® Guide has changed, project management itself hasn't changed. The fundamental way in which projects are managed is still the same. The PMBOK® Guide is our general framework describing the activities and techniques that are commonly accepted to be good practices on most projects most of the time. Just because the PMBOK® Guide has changed its procurement section from 6 to 4 processes doesn't mean that procurement systems need to be changed immediately.

But in order to pass your PMP exam you will have to be aware of the new definitions in the PMBOK® Guide. Studying them takes effort, dedication and time. Here is a possible study approach to "upgrade" yourself to the PMBOK® Guide 4th edition:

1. Read Appendix A and familiarize yourself with the changes. In particular: Familiarize yourself with the processes that have been added, removed and combined; Learn the new process

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### PMI CentralMass Report

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### Intermediate Level Microsoft Project Training

Friday, February 5th, 2010

8:30 am to 4:30 pm

7 PDUs

PC Plus Learning Center, Auburn, MA

Contact: [DirofEvents@pmicmass.org](mailto:DirofEvents@pmicmass.org)

## President's Note

October marks the end of my term as President. In looking back over the past year, I was amazed at what we had accomplished and how well we worked as a team.

Last November we made some changes to the Board. We staffed the Special Events position previously held by Rowena Sy Santos with two people: Deb Butler and Dominique Nicolay. Dick Kennedy had taken on a second role as Director of Speakers in addition to his Director of Sponsorship role. We split the Membership and Volunteers positions and Deb Trainor took the Director of Volunteers role.

Our focus for the year was on three areas: strengthening the Special Event planning process, developing the volunteer process, and improving the Chapter Operations. Deb Butler and Dominique worked on improvements to the Special Events planning. They developed a formal RFP process and expanded the Special Events to include more events and variety of speakers. Planning for 2010 events is well underway and you will see some new events in the upcoming months. They completed the RFP for PMP Study Groups for 2010 and the first group will be starting in January, 2010.

Deb Trainor led the volunteer effort. She brought on Alicia Ernst as the Assistant Director of Volunteers in April, 2009. She also led the effort to finalize a volunteer policy. Deb and Alicia have sourced Project Managers for our special events. This has helped shift some of the workload off of the Board. One of our Project Managers, Vern Valero, recent took the position of Director of Sponsors on the Board.

For Chapter Operations, planning and coordinating Speakers and Sponsors continue to be a key area of focus for us. Sethu Sekhar took over as Director of Speakers and also worked with Dick Kennedy on Sponsors. Several sponsors also provide speakers for our meetings.

Sethu has also been able to build out the pipeline of speakers so we can advertise two or three chapter meetings in advance.

We continue to have great support from the Logistics team: Bob Brown and Michelle Moore run the registration process and manage the liaison with the Hotel or other facilities. Bob and Michelle greet you each month at the Chapter meeting. John Varga manages our A/V equipment. Dan Thompson is our Director of Communications. Dan manages the monthly chapter meeting and special events announcements, the chapter newsletter, and administers the LinkedIn group, jobs opportunities, and METSIG Webinars. Steve Forde and Bob Finizio manage the IT operations and provide support for the Website and technology infrastructure.

We have three Past Presidents on the Board; Barbara Karten, Ed Yee, and Sue Baust. They provide insight and advice to the Board. This year we sent two Board members to the Regional Leadership meeting in Nova Scotia and two Board members attended the North America Leadership training in Orlando. We continue to work on Board development and hope to fill the pipeline with volunteers for future Board positions.

We launched our first member survey in October and will be using that feedback in our 2010 planning. Our chapter continues to grow; membership has hit an all time high of 592 members.

Officer Elections were held at the October Chapter meeting. Steve Forde was elected as VP and Sue Baust was elected as Treasurer for a second term. Along with Steve and Sue, Deb Wallace will become President on November 1<sup>st</sup>. Congratulations to all of them.

Thank you to the Board and volunteers for all their hard work over this past year. Thank you to all of you for your participation and feedback.



### PMI Central Mass "Central to Success"

The Central Mass Chapter of PMI is a professional association serving the Central Massachusetts area promoting the practice of project management.

For more information and how to become a member or attend an event, visit our web site: [www.pmicmass.org](http://www.pmicmass.org).

Alice Thayer, President  
Central Mass Chapter of PMI  
290 Turnpike Road, #370  
Westborough, MA 01581  
[president@pmicmass.org](mailto:president@pmicmass.org)  
(508) 630-9509

#### The Board of Directors

President: Alice Thayer, PMP  
Vice President: Debra Wallace, PMP  
Treasurer: Sue Baust, PMP  
Secretary: Judy Butterworth-Kremer, PMP

#### Logistics

Bob Brown, PMP, Director  
Michelle Moore, PMP, Asst. Dir.  
John Varga, PMP, Asst. Dir. A/V

#### Events

Dominique Nicolay, PMP, Director  
Deb Butler, PMP, Asst. Dir.

#### Information Technology

Steve Forde, PMP, Director  
Bob Finizio, PMP, Asst. Dir.

#### Sponsorships

Vern Valero, PMP, Director  
Dick Kennedy, PMP, Asst. Dir.

#### Meetings

Sethu Sekhar, PMP, Director

#### Volunteers

Deb Trainor, PMP, Director  
Alicia Ernst, PMP, Asst. Dir.

#### Communications

Dan Thompson, PMP, Director

#### Membership

Dana Black, PMP, Director

#### Past Presidents

Ed Yee, PMP, Immediate Past President  
Barbara Karten, PMP

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## PMI Central Mass Holds Elections For New Board

On October 13th, the Chapter held its elections for the year. As of November 1st and continuing until October 31st, 2010, the officers of the Chapter are:

President.....Debra Wallace  
Vice-President .....Steve Forde  
Treasurer.....Sue Baust  
Recording Secretary.....Judy Butterworth-Kremer

Debra was elected Vice-President at the elections in November 2008 for a two-year term (the first as Vice-President and automatically moving to President in the second). Judy was also elected to a two-year term in 2008.

Stephen J. Forde, PMP was elected the new Vice President for 2009-2010 and will become the President in 2010-2011. Steve joined the chapter in 2005 and served as Assistant Director of Information Technology. He has been a member of the board of Directors since 2006, serving as the Director of Information Technology. During this time, Steve led the effort in revamping the chapter website as well bringing on a central telephone contact system for the chapter. More recently, Steve led efforts to streamline the operational aspects of

the chapter using collaboration enabling software. Steve has been active in representing the chapter at both the 2008 PMI North America Leadership Institute Meeting as well as the 2009 PMI Region 3 Summit. As a member of the board of directors, Steve has helped facilitate the growth in chapter membership and educational and training offerings.

Susan Baust, PMP was elected to her second term as Treasurer. Sue has been a chapter member since 2004. She has served as Treasurer for the past year focusing on the budgeting, financial recording and reporting, and operational processes of the Chapter. She served as Vice President and President from 2004 through 2006. During that time the chapter grew in many ways. We increased our membership and the number and types of offerings. We moved our meetings to their current location which has made for more pleasant meetings with better food. Since 2006 she has served as Past-President supporting the Board in their work to benefit the chapter.

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*“PMBOK® Upgrade” continued from page 1*

- names; Study table A1 on page 350 and know which documents are part of the PM Plan and which ones are “other” project documents
2. Read Appendix F and familiarize yourself with the summary descriptions of the 9 knowledge areas and the 42 processes. At this time you may also wish to read the introductions to chapters 4-12.
  3. Read Appendix G and familiarize yourself with the Interpersonal Skills
  4. Study table 3-1 on page 43 and know which process belongs to which process group. It is a good idea to start with a blank piece of paper and be able to draw this table from memory.
  5. And finally (and unfortunately): Read the complete PMBOK® Guide 4th edition twice.

When reading the new PMBOK® Guide familiarize yourself with the new inputs, tools & techniques and outputs of all the processes. Study figure 3 in chapters 4 through 12. This is the Data Flow Diagram for each process. These diagrams illustrate the flow of the inputs and outputs and will strengthen your understanding of

the flow of all the inputs & outputs. It will also help you understand the integrated nature of all the processes in the PMBOK® Guide.

You should also get to know the new processes that have been added and make special note of the changes to the Earned Value Formulas in Chapter 7.3.2

“Upgrading” your knowledge to this new version of the PMBOK® Guide is not something that you can do in just a day. Even though the PMP Exam consists mainly of scenario-based question, it will be necessary for you to have an in-depth understanding of the PMBOK® Guide 4th Edition to be able to answer questions correctly.

Plan a minimum of two weeks of intense study.

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*Cornelius Fichtner, PMP is a noted PMP expert. He is the host of The PM Podcast at <http://www.thepmpodcast.com> where you can hear his free interviews with PM experts from around the world. His PM PrepCast at <http://www.pm-prepcast.com> has helped over 6,000 project managers to study for the PMP exam.*

### Member Benefits



#### PMI Central Mass LinkedIn Group

To join the group, please use the following link:  
[www.linkedin.com/groupRegistration?gid=46588](http://www.linkedin.com/groupRegistration?gid=46588)  
(Benefit is only available to Chapter members.).

#### MetSIG Webinars

PMI Central Mass offers its members the MetSIG Webinars for free. There are hundreds, each with 1 PDU. For access code, contact [dirofcommunications@pmicmass.com](mailto:dirofcommunications@pmicmass.com)

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## PMI Central Mass PMP Study Program Begins in January

We are pleased and excited to offer a comprehensive, 10 week, 35 contact-hour program designed to prepare you to sit for the PMI PMP exam. This program will begin in January and run through March of 2010 on consecutive Wednesday evenings, and will be held in the Worcester area – final site selection and dates will be announced shortly.

The PMP Study Group will be led by Practical PM and will take participants through the PMBOK 4th Edition's 9 knowledge areas using a combination of instructor and student lead sessions. The PMP Study Group is focused on exam preparation through active student participation with the inputs, tools/techniques, and outputs for each of the PMBoK's 42 Component processes.

The Practical PM Team leading the PMP Study Group is comprised of three highly qualified and experienced PMPs with extensive successful experience in both providing project management training and leading projects in a variety of industry sectors:

### **Barbara Karten, PMP, MCS, MUA**

Barbara Karten, PMP, and Six Sigma Green Belt, has over 20 years of management, project/product/program management, and consulting/training experience. She has delivered PMP Exam Preparation Courses and taught undergraduate and graduate level IT and Project Management courses for several local universities. She is currently delivering project management training for the Boston University Corporate Education Center, New Horizons Training Center, and RG Freeman Group.

Barbara has the PMI PMP certification, a Certificate in Project Management, a Master's Degree in Computer Information Systems, a Master's Degree in Urban Affairs, and a BA in Psychology from Boston University.

### **Michael C. Nollet, MBA, PMP**

Mike is an experienced project manager with interests in new product development and deriving the maxi-

um business value from projects. Mike has developed and conducted project management seminars for major universities and selected clients since 1995. In addition to developing real time control systems and communication software, Mike has also trained over 6,000 project managers worldwide.

Mike has the PMI PMP certification, has published several PM articles in a leading technical journal, has a B.S. in Mathematics from the University of Massachusetts, Lowell, and an MBA from Boston University.

### **Richard Kennedy, PMP**

Richard Kennedy is a Senior Lecturer at Northeastern University in Boston, Massachusetts and at Quinsigamond Community College in Worcester, Massachusetts and has been a Visiting Fellow at Swinburne University of Technology in Melbourne Australia where he teaches in the College of Professional Studies Project Management and Global Leadership programs. Richard has worked with ".com" start-ups and large international corporations. He has been a Sr. Vice President at several international corporations including global responsibility for \$1.3B computer product line and management of world-wide professional services.

Richard has the PMI PMP certification, has an MSEE from Northeastern University, a BSEE from Merrimack College, a Graduate Certification in Project Management from Boston University, Instructor Certification from Philip Cosby Quality Institute, and international business training at Harvard University.

Registration will open the first week of November and seats are limited.

For registration before December 15th, the cost to members is \$575 and for non-members \$675. After December 15th, the costs increase to \$675 for members and \$775 for non-members.

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*Visit [pmicmass.org](http://pmicmass.org) for more information as it is posted.*

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*Look for more information on these future topics as the Chapter works to bring you useful and interesting professional development opportunities.*

*MS Project Intermediate*

*Agile PM from Big Visible*

*Risk Management*

*Coaching for PMs with Star Dargin*

*Project Management MBA*

## Past Events and Meetings

*Presentations from these events can be found online at [pmicmass.org](http://pmicmass.org)*

### **"Communicate With Confidence, Integrity and Flair"**

On August 11th, the Chapter held its annual August Special Event. This event was worth 4 PDUs and was titled "Communicate with Confidence, Integrity, and Flair." Three presenters shared their insights on this topic.

Star Dargin presented "Stepping into Change". Star's talk examined the natural styles that people have towards change. We will learn tools and techniques on how to better manage them. This training is interactive, fun and relevant. Star offers coaching, training and facilitation services to organizations including Boston University and Pitney Bose.

In his presentation titled "Project Management Conflict Negotiation: Positioning Oneself", Gregory Barros discussed how project managers can learn to promote themselves more successfully, becoming a strong asset to all parties involved in negotiations. Previously, Greg was a model for print, electronic media and promotional events, and now he is a public speaker to entrepreneur groups and freelancers.

Lisa DiTullio, in "Road Rules, Not Road



Rage", discussed how to meld the participants of your group into a high-functioning team. We learned simple techniques we can use to enhance our teams' performance. Lisa is a contributor to PM Magazine and past director of the PMO at Harvard Pilgrim Health Care."

Finally, the meeting was wrapped up with a panel discussion on "Situational Communication Issues", featuring our three guests fielding audience questions around communication and conflict resolution.

*Sponsored by Promomento and Project Summit*

### **The State of the PMO**

J. Kent Crawford spoke at the September 8th Chapter meeting. According to Kent, many organizations have invested significant time, effort and money on Project Office deployments but are still not achieving the desired results. This session explored how the Strategic Project Office provides project management expertise throughout the organization. Kent's presentation focused on three areas of a project management culture critical to project management performance: Governance, Portfolio Management, and Resource Optimization.

J. Kent Crawford, PMP is the founder and CEO of PM Solutions. His experience spans more than twenty five years, where he has been responsible for the development of systems requirements and the functional design of integrated project management systems for a number of Fortune 500 organizations. He is the Former President and Chair of the Project Management Institute (PMI®).

*Sponsored by PM Solutions*

### **The Trouble with the Triple Constraint**

Project Managers have always known well the Iron Triangle of Project Management—the so-called Triple Constraint. Well, as Ranjit Biswas and Rich Maltzman explained on October 13, 2009, it turns out, the Iron Triangle has rusted out and is being replaced. The PMI's 4th Edition PMBOK® Guide has no mention of the triple constraint - in fact, it instead uses

a rather casual reference to a variety of project constraints.

During this meeting, we discussed closing the gap created by the absence of the triple constraint and its rather fuzzy replacement. The speakers proposed a new model that brings the triple constraint into the 4th Edition and possibly even the 4th dimension.

Rich Maltzman, PMP, has been in the international telecommunications field since 1978, working in engineering and project management deploying transmission equipment into networks worldwide. Rich served on the Operations Team and was an editor for the 4th Edition PMBOK® Guide, contributing to the sections on Risk and Quality, and is now a question writer for the Basic Knowledge Assessment for PMI's PgMP® (Program Management) exam preparation group.

Ranjit Biswas, PMP, holds diversified degrees in technical, business and in project management fields. He is PMP and Six-Sigma Green belt certified. His extensive experiences encompass consulting, product development, technology research, and managing global virtual projects. He has worked for international companies like Genzyme, Biogen, Bell Laboratories, AT&T, Lucent Technologies and Thomas and Betts. Ranjit successfully managed two major cultural conferences, supported entirely by volunteers.

*Sponsored by Executive Development Center at Bryant University*

### **LEADing the Way to Project Success**

On October 17th, 18 people attended Lisa DiTullio's LEADing the Way to Project Success workshop at Juniper Hills Golf Club in Northboro, MA. The discussion covered: leadership vs. management attributes; 4 ways to lead; rules of engagement; tips for building rapport; and the importance of delegation. This was an engaging workshop where everyone participated. All attendees agreed that this was a very helpful workshop to improve their leadership skill set. One attendee mentioned Lisa's ability to relate with the audience was amazing.

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# PMO Symposium 2009—Building the Framework for Success

**November 8-10, 2009**

**Intercontinental Hotel Buckhead, Atlanta, GA**

The PMOSIG is the producer of the PMO Symposium, the largest international conference specifically focused on the PMO. This dynamic, three day event provides opportunities for PMO practitioners, project managers, organizational leaders, and others with an interest in establishing or growing the value of a PMO to learn from an engaging group of over twenty expert speakers, to ask questions and get answers from both presenters and peers, to network with colleagues and to discuss important issues, share insights, and learn. PMO Symposium is recognized as a leading global event that, in 2008, drew over 300 attendees representing over 225 companies.

Learn from an engaging group of expert speakers. Over 24 sessions are scheduled during the event including two dynamic keynotes, daily wrap-up panel discussions, and focused breakout sessions.

- Ask questions and get answers—sessions are designed to provide time for formal remarks from speakers and dialogue with the audience, discussion, and Q&A. Sunday Forum sessions allow participants to share experiences and knowledge with fellow attendees in an engaging, moderated discussion format.
- Network with colleagues. Registration includes two networking receptions plus meals and informal breaks allow plenty of time to meet fellow attendees and speakers.
- Discuss important issues, share insights, and learn.
- Earn up to 20 PDUs.

PMO Symposium 2009 will be held November 8-10, 2009 in Atlanta, Georgia, USA. With registration starting at under \$1,000, the PMO Symposium offers an incredible value. Visit the PMO Symposium 2009 website at [www.pmosymposium.org](http://www.pmosymposium.org) for complete details and to register.

This website is being continually updated. Be sure to check out information on the agenda, location, and accommodations. On behalf of the entire PMO Symposium 2009 team, we look forward to welcoming you to the premiere PMO event of 2009!

## **For More Information**

For general information, information on speaking opportunities or sponsorship opportunities, or other questions, contact us at [info@pmosymposium.org](mailto:info@pmosymposium.org).

## **Registration Help**

For questions or assistance with registration or lodging arrangements, contact the PMO Symposium hotline at 513.342.1248 or email [info@pmosymposium.org](mailto:info@pmosymposium.org).

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## **PMI Central Mass Chapter Survey**

This month the Central Mass chapter is conducting the first annual General Satisfaction Survey of the chapter members and colleagues. The survey is open and we are eagerly awaiting your opinions!

In addition, following the survey, focus groups will be formed to brainstorm how to respond to members needs. Results will be used to focus on areas for improvement of activities and plan future events.

Let your voice be heard. The survey closes on November 13th.

Thank you.

Deb Trainor, Director of Volunteers

Steve Forde, Director of IT

The Survey Team: Fehmida Mailk, Baskar Pariasamy,  
and Vinodh Ramadoss

### **WRITE FOR US**

The PMI Central Mass newsletter is always looking for great articles to publish. If you have a great project story to tell or a new and interesting technique that worked on a project, let us know.

Email [editor@pmicmass.com](mailto:editor@pmicmass.com) or attend one of our chapter meetings. If your article is published, you can also earn PDUs.

### **JOBS AT PMI CENTRAL MASS**

A free service of our chapter, our Jobs distribution list allows employers to access our group of skilled project management professionals. As a member, if you would like to receive our job postings, please email your name to [jobs@pmicmass.com](mailto:jobs@pmicmass.com)

If you have project management openings at your organization, email the information to [jobs@pmicmass.com](mailto:jobs@pmicmass.com) for distribution to our list.

### **VOLUNTEER WITH US**

Get involved! Volunteering with us is a great way to make contacts in the field, take on projects you care about, and further your career. Send us an email or attend one of our chapter meetings. Thanks!

# *PDU Reporting How To*

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## For Chapter meetings

- A. Access CCRS at <http://www.PMI.org/CCRS> and click **Log In** from the upper right corner.
- B. The **Log In** prompt appears - you must make a choice.
  - If you already have a PMI.org username and password, use that information to log in and continue.
  - If you do not have a PMI.org username and password, click the Click here to Register link to continue.
- C. Click **Report PDU** near the middle of the screen.
- D. Follow the on screen wizard to report your chapter meeting PDU.
  - Step 1. Select **PDU Category** of "Cat 3: Registered Education Provider program/ PMP Component" from the dropdown.  
Select an **Activity Type** of "Report a Component 1-2 PDU Event" from the second dropdown.  
Click **Next**.
  - Step 2. Enter "C257" as the **Component ID**.  
Click **Search**.
  - Step 3. Click "C257" under **Component ID**.
  - Step 4. Enter the meeting date as the **Activity date completed**. For example, the October chapter meeting would be entered as "10/13/2009".  
Enter the **Activity title**. Again, the October meeting would "The Trouble with the Triple Constraint".  
Click **Next**.  
(Note: You do not need to enter anything in the Activity meeting number, Contact person, Phone number, E-mail address, or Confirm e-mail fields.)
  - Step 5: Enter "1" for the number of **PDU's claimed**.  
Click **Next**.
  - Step 6. Check the box next to "I agree this claim is accurate" after reviewing the information.  
Click **Submit**.
- E. The Submission Results screen appears with a blue checkmark next to the event. You are done.

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## For Special Events

Similar instructions apply for reporting PDUs for special events and will be provided at the completion of those events.

## Viewing your Transcript

You can also view your current transcript and your progress towards your certification requirements at the same site.

## More Information

If you have additional questions, please stop by the registration table at a chapter meeting, speak with the event host at a special event, or contact any member of the board.

# Upcoming Events

2009

NOV 10

CHAPTER MEETING

**Business Strategy and the Role of Relationship & Portfolio Management**

Craig Horgan and Suzanne Beltramini, Bose Corporation

*Everyone does relationship management, but few acknowledge or devote resources to it. Portfolio management is something that everyone conceptually understands, but few do effectively. The speakers will provide insights into how Bose Corporation approaches relationship and portfolio management with separate but aligned groups in their IT organization.*

DEC 8

CHAPTER MEETING

**Recovering Distressed Projects**

Tom Flynn, Advanced Management Systems, Inc.

*Over the past few years, assignments involving “distressed projects” have been frequent ... far too frequent for the maturing state of corporate project management. This presentation will deal with a consulting life-cycle approach to uncovering issues that have contributed to the distressed condition and recovering as many of the project’s original objectives and expectations as possible.*

2010

JAN–MAR

PMP PREP TRAINING

A 10-week, 35-hour program designed to provide the necessary training required to site for the PMP exam. More information is available on page 6.

Contact [DirOfEvents@pmicmass.org](mailto:DirOfEvents@pmicmass.org) for more information.

JAN 12

CHAPTER MEETING

**The Role of Project Management in Compliance**, Jack Bergen, NSTAR

FEB 5

FULL-DAY TRAINING EVENT

**Intermediate Level Microsoft Project Training**, 7 PDU's

PC Plus Training Center, Auburn, MA

Contact [DirOfEvents@pmicmass.org](mailto:DirOfEvents@pmicmass.org) for more information.

FEB 9

CHAPTER MEETING

**Risk Management**, Denise Guerin, Xtispex Consulting Group

MAR 9

CHAPTER MEETING

Topic to be announced

APR 13

CHAPTER MEETING

Topic to be announced

To register for events and more information, visit [www.pmicmass.org](http://www.pmicmass.org)