With the person next to you read the CASE STUDY and select ROLES: **SPONSOR ($) or PROJECT MANAGER (page 1, 3 min.)**

Theofanis Giotis, *BA, MSc, Ph.D c.*

PMP, CSAP, PRINCE2 Practitioner/Trainer, MCT, MCSE, CTT+, ITIL
Certified Scrum Master (CSM), Certified Scrum Practitioner (CSP), PMI-ACP

http://www.12pm.gr

12PM Consulting / ITEC-Consulting — PMI Registered Education Provider: Project Management Institute — PRINCE2 Training Organization

Διευθύνων Σύμβουλος (1988-σήμερα), Theofanis.Giotis@12pm.gr

Greek Scrum User Group — Endorsed by Scrum Alliance — Scrum Alliance®

Ιδρυτής και Leader, Agile and Scrum Greece User Group
Theofanis.Giotis@ScrumGreece.gr

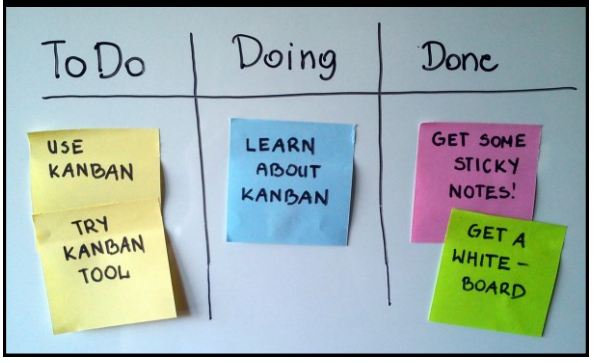
GR PMI™

Συνιδρυτής και Πρόεδρος 2004 - 2014
Αναπληρωματικό Μέλος Δ.Σ. 2014 - 2016
Αντιπρόεδρος Δ.Σ. 2017-2019
Theofanis.Giotis@PMI-GREECE.org

Από το 1987, υλοποίηση έργων στους κάτωθι τομείς της οικονομίας:

Food
Media
Training
Banking
Shipping
Construction
Pharmaceutical
Telecommunications
Information Technology

Kanban Board



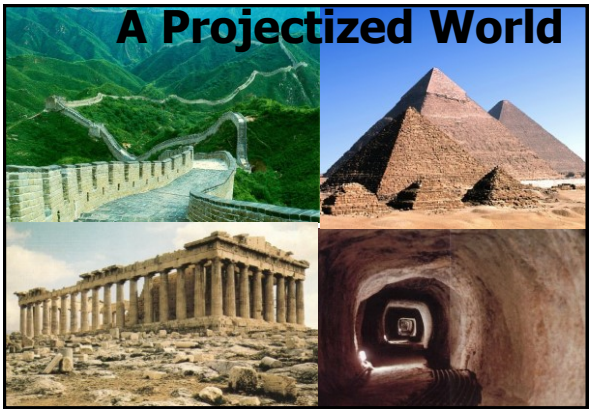
With the person next to you create some actions to finish this project at your KANBAN BOARD (page 2, 3 min.)

Copyright © 2004-2019, Theofanis C. Giotis, All Rights Reserved. This presentation was created by **Theofanis C. Giotis** under license from **Project Management Institute (PMI)** as **PMI Registered Education Provider** (ITEC Consulting/12PM, PMI-REP ID: 2092, www.12pm.gr)

What is a Project and Project Management?

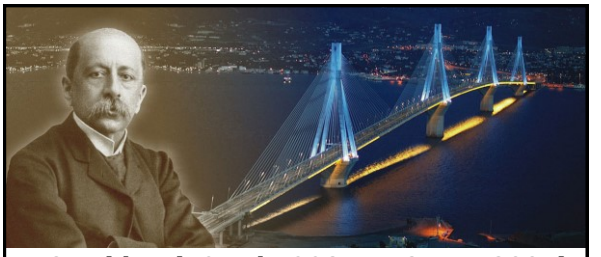
- «**A project is a temporary endeavor undertaken to create a unique product, service, or result.**»
- «**Project Management is the application of** knowledge, skills, tools & techniques to project activities **to meet project**

1) **Business As Usual (BAU)**
   Day to day operations (Banking, retail, production lines)
   (BAU = Stability)
2) **Changes (projects)**
   (New products, process reengineering)
   Every Change is a PROJECT
   (PROJECT = Unstable)



The Palm Islands in Dubai finished on 24.Sep.2004 and is made up of around 210,000,000 m^3 of limestone, rock and sand.

The total material used could build a small wall that would go around the globe 3 times over.



RIO Bridge (19.Jul.1998 to 12.Aug.2004): Outstanding Civil Engineering Achievement (OCEA) Award by ASCE: The only project outside USA ever!!!

ASCE AMERICAN SOCIETY OF CIVIL ENGINEERS

Copyright © 2004-2019, Theofanis C. Giotis, All Rights Reserved. This presentation was created by **Theofanis C. Giotis** under license from **Project Management Institute (PMI)** as **PMI Registered Education Provider** (ITEC Consulting/12PM, PMI-REP ID: 2092, www.12pm.gr)

Burj Al Arab: Κτίστηκε σε τεχνητό νησί και είναι το σύμβολο του Dubai.

Watch the birth cycle of a Boeing 737
https://www.facebook.com/wired/videos/10154032996798721/

BAU Vs. Projects

- *Retail*
- *Banks*
- *All automated or semi-automated Production Lines*
- *Logistics*
- *Franchise shops*
- *IT Supporting*

- *New product design*
- *Construction*
- *IT Projects*
- *Agriculture*
- *Shipping industry*
- *Outsourcing*
- *War*
- *Army operations*
- *Aircraft/ship maintaince*

Project Management + Operations Management (40% + 60% of Global GDP)

Διοίκηση Έργων (PM) *CAP.EX.*

Διοίκηση Λειτουργιών (BAU) *OP.EX.*

- CAPital EXpenditure (**Αρχική Επένδυση**)
- OPerational EXpenditure (**Κόστη λειτουργίας και συντήρησης**) μέχρι το τέλος της ζωής του προϊόντος

- **Life Cycle Costing** (LCC) (Συνολικό Κόστος Ιδιοκτησίας)
- LCC = CAP.EX + OP.EX

Copyright © 2004-2019, Theofanis C. Giotis, All Rights Reserved. This presentation was created by **Theofanis C. Giotis** under license from **Project Management Institute (PMI)** as **PMI Registered Education Provider** (ITEC Consulting/12PM, PMI-REP ID: 2092, www.12pm.gr)

Project Management Life Cycle

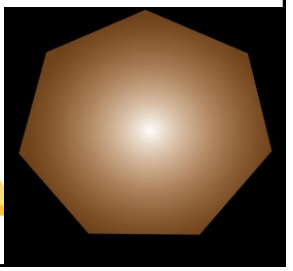
◄ past Future ►

Pre-Project (Business Case)	Initiating	Planning	Executing Monitoring and Controlling	Closing	Operations and maintenance (Business as Usual - BAU)
This area is Portfolio Management	This area is for Project Management (IPECC)				This area is Operations Management

"Success is 1% inspiration, 99% perspiration!"
Thomas Edison (1847 – 1931)

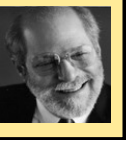
What is a successful project?

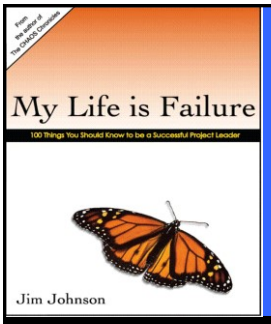
Deliver on the "Triple Constraint..."



"The only person who likes change is a wet baby!"

Roy Blitzer





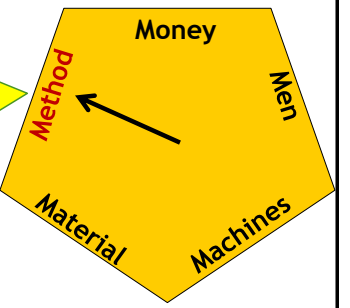
Τι ποσοστό των έργων αποτυγχάνει για τεχνικούς λόγους;

Περίπου 5%

Five M's (5M)

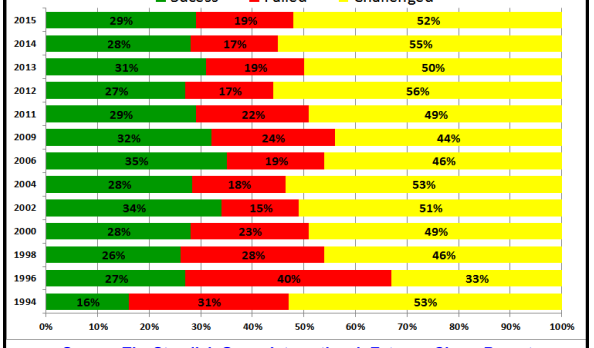
In business, "the method" is called Management!

In Projects, "the method" is called Project Management!



Copyright © 2004-2019, Theofanis C. Giotis, All Rights Reserved. This presentation was created by **Theofanis C. Giotis** under license from **Project Management Institute (PMI)** as **PMI Registered Education Provider** (ITEC Consulting/12PM, PMI-REP ID: 2092, www.12pm.gr)

% Success Rates: on TIME, on BUDGET on SPECS



Source: The Standish Group International, *Extreme Chaos Report*

How Berlin's Futuristic Airport Became a $6 Billion Embarrassment

Inside Germany's profligate (Greek-like!) fiasco called Berlin Brandenburg

July 23, 2015

by Joshua Hammer

- *€600 million ($656 million) terminal to open by 2012*
- *6 Billion cost to open(???) 2017*
- *Maintenance cost: 16m € per month…*

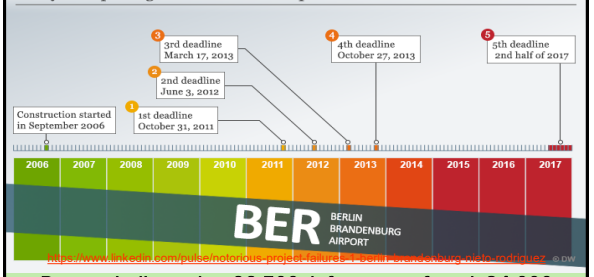
http://www.bloomberg.com/news/features/2015-07-23/how-berlin-s-futuristic-airport-became-a-6-billion-embarrassment

Notorious Project Failures: The Berlin Brandenburg Airport.

Initial budget=600,000,000€ .

Estimated Value Destruction 10,000,000,000€.

Delays in opening of Berlin's new airport



Reports indicate that 66,500 defects were found, 34,000 are described as "significant" and 5,845 as "critical."

Project of the Year: Haradh Gas Plan Project, ARAMCO, Σαουδική Αραβία

- *$2 δις προϋπολογισμός*
- *Δημιουργία προσωρινής πόλης:*
  - ***12.000 άτομα** από 36 διαφορετικές χώρες*
  - *εξυπηρέτηση από αεροδιάδρομο προσγείωσης Boeing 737*
  - ***49.000.000 ανθρωποώρες***
  - ***ΚΑΜΜΙΑ χαμένη ημέρα εργασίας** (ρεκόρ για όλες τις χώρες του Κόλπου)*
- ***Τελείωσε 6 μήνες πριν τον προβλεπόμενο χρόνο***
- ***Ολοκληρώθηκε με κόστος 27% μικρότερο από το budget***
- *Project Manager:* ***Salem H. Shaheen***
  - *President & CEO of Saudi Arabian Lubricating Oil Co. (Petrolube)*
  - *President of the PMI Arabian Gulf Chapter*

Theofanis.Giotis@12pm.biz (BA, MSc, Ph.D. C., PMP, PMI-ACP, CSM/CSP, PRINCE2 Practitioner/Trainer)

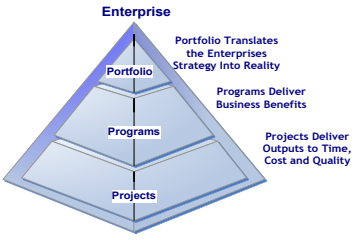
Νίκος Νικολάου, Άρθρο στην ΚΑΘΗΜΕΡΙΝΗ, 3/3/2007

http://www.kathimerini.gr/704553/opinion/epikairothta/arxeio-monimes-sthles/h-atimwrhth-diaf8ora

Project	Initial Budget	Final Cost	Over Budget
Ολυμπιακό Κλειστό Γυμναστήριο	2.800.000 €	8.000.000 €	186%
Παναθηναϊκό Στάδιο	300.000 €	11.500.000 €	3.733%
Ολυμπιακό Κέντρο Υγρού Στίβου	3.500.000 €	22.500.000 €	543%
Ολυμπιακό Πανθεσσαλικό Στάδιο	25.100.000 €	51.400.000 €	105%
Στάδιο Ειρήνης και Φιλίας (βελτιώσεις)	3.000.000 €	29.700.000 €	890%
Ολυμπιακό Κέντρο Κανόε - Σλάλομ στο Ελληνικό	8.500.000 €	37.100.000 €	336%
Ολυμπιακό Κέντρο Τένις	12.300.000 €	47.500.000 €	286%
Ολυμπιακό Γυμναστήριο Νίκαιας - Άρσης Βαρών	12.000.000 €	49.000.000 €	308%
Ολυμπιακό Στάδιο Πάτρας	1.100.000 €	45.200.000 €	4.009%
Ολυμπιακό Γυμναστήριο Γαλατσίου	13.700.000 €	60.500.000 €	342%
Ολυμπιακό Κέντρο Σκοποβολής Μαρκόπουλου	12.000.000 €	60.600.000 €	405%
Ολυμπιακό Κέντρο Κωπηλασίας Σχινιά	25.400.000 €	76.300.000 €	200%
Εθνικό Στάδιο Παγκρήτιο	38.100.000 €	63.700.000 €	67%
Ολυμπιακό Καυτανζόγλειο Στάδιο Θεσσαλονίκης	1.100.000 €	67.900.000 €	6.073%
Σπίτι των Βαρέων Αθλημάτων Άνω Λιοσίων	32.300.000 €	80.800.000 €	150%
Ολυμπιακό Κέντρο Ιππασίας Τατοΐου στο Μαρκόπουλο	22.600.000 €	110.400.000 €	388%
Ολυμπιακό Κέντρο Ισποπλοΐας - Αγίου Κοσμά	16.500.000 €	118.500.000 €	618%
Ολυμπιακό Κέντρο Μπέιζμπολ	18.700.000 €	200.400.000 €	972%
Ολυμπιακό Στάδιο	3.100.000 €	399.000.000 €	12.771%
ΣΥΝΟΛΟ	252.100.000 €	1.540.000.000 €	511%

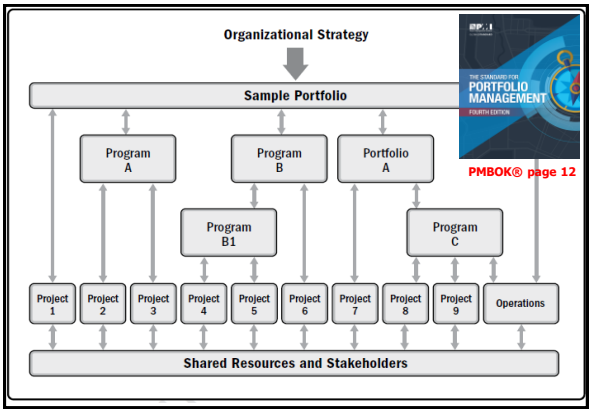
Theofanis.Giotis@12pm.biz (BA, MSc, Ph.D. C., PMP, PMI-ACP, CSM/CSP, PRINCE2 Practitioner/Trainer)

Relationships between Project, Programs and Portfolio



Theofanis.Giotis@12pm.biz (BA, MSc, Ph.D. C., PMP, PMI-ACP, CSM/CSP, PRINCE2 Practitioner/Trainer)

Copyright © 2004-2019, Theofanis C. Giotis, All Rights Reserved. This presentation was created by **Theofanis C. Giotis** under license from **Project Management Institute (PMI)** as **PMI Registered Education Provider** (ITEC Consulting/12PM, PMI-REP ID: 2092, www.12pm.gr)



Portfolio Management

- *"A portfolio refers to projects, programs, sub portfolios and operations managed as a group to achieve strategic objectives.*

Program Management

- *"A program is a group of related projects managed in a coordinated way to obtain benefits and control not available from managing them individually"*

Profession or Competence?

«Project Manager is the Orchestrator»

PM is a competence across all professions!

"Project Manager is the CEO of his Project!"

Theofanis Giotis

Appendix X3: Interpersonal Skills

PMBOK® p. 513

1. Leadership
2. Team Building
3. Motivation
4. Communication
5. Influencing
6. Decision Making
7. Political and Cultural Awaren
8. Negotiation
9. Trust Building
10. Conflict Management
11. Coaching

Talent Triangle

Theofanis.Giotis@12pm.biz (BA, MSc, Ph.D. C., PMP, PMI-ACP, CSM/CSP, PRINCE2 Practitioner/Trainer)

Business Case (small business plan) should cover the following topics:

(page 3)

1. *Executive Summary*
2. *Reasons*
3. *Business Options*
   (Do nothing, do the minimum, do something)
4. *Expected Benefits*
5. *Expected Dis-benefits*
6. *Timescale*
7. *Costs*
8. *Investment Appraisal (ROI, NPV, IRR, Payback, BCR)*
9. *Major Risks*

Theofanis.Giotis@12pm.biz (BA, MSc, Ph.D. C., PMP, PMI-ACP, CSM/CSP, PRINCE2 Practitioner/Trainer) 35

Look at BUSINESS CASE (page 3, 2 min.)

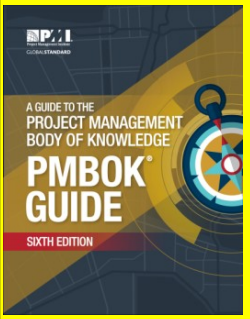
Copyright © 2004-2019, Theofanis C. Giotis, All Rights Reserved. This presentation was created by **Theofanis C. Giotis** under license from **Project Management Institute (PMI)** as **PMI Registered Education Provider** (ITEC Consulting/12PM, PMI-REP ID: 2092, www.12pm.gr)

PMBOK Guide Knowledge areas for Project Management

10 Knowledge Areas

- 1: Introduction and Definitions
- 2: Organizational Influences/Project Life Cycle
- 3: Project Management Processes / Standard
- 4: Project Integration Management
- 5: Project Scope Management
- 6: Project Time Management
- 7: Project Cost Management
- 8: Project Quality Management
- 9: Project Human Resource Management
- 10: Project Communications Management
- 11: Project Risk Management
- 12: Project Procurement Management
- 13: Project Stakeholder Management

PMBOK® Chapter 3



Project Management Processes

What is a Process?

"If you can't describe what you are doing as a process, you do NOT know what you're doing",

Edwards Deming

Theofanis.Giotis@12pm.biz (BA, MSc, Ph.D. C., PMP, PMI-ACP, CSM/CSP, PRINCE2 Practitioner/Trainer)

What is a Process?

"Set of interrelated or interacting activities which transforms INPUTS to OUTPUTS", ISO 9001

Inputs από άλλα Processes → → Outputs προς άλλα Processes

Tools & Techniques

- **Inputs** – documents able items that will be acted upon
- **T&T** - mechanisms applied to the inputs to create the outputs
- **Outputs** – documents able items that are a result of the process

INPUTS	TOOLS and TECHNIQUES	OUTPUT

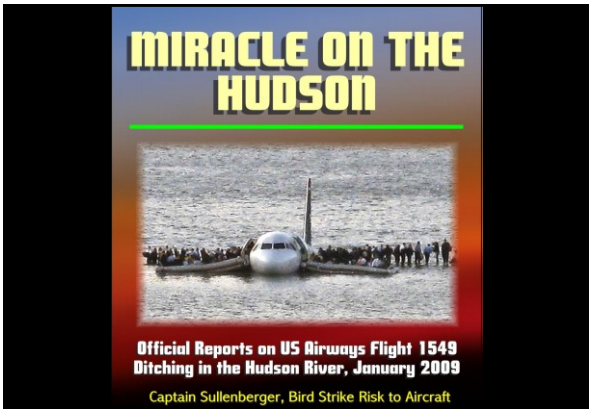
INPUTS	TOOLS and TECHNIQUES	OUTPUT
ΖΑΧΑΡΗ	ΝΕΡΟ ΣΤΟ ΜΠΡΙΚΙ	ΕΛΛΗΝΙΚΟ
ΚΑΦΕΣ	ΠΡΟΣΘΕΤΩ ΚΑΦΕ	ΜΕΤΡΙΟ
ΚΟΥΠΑ	ΠΡΟΣΘΕΤΩ ΖΑΧΑΡΙ	ΔΙΠΛΟ
ΝΕΡΟ	ΑΝΑΒΩ ΤΟ ΓΚΑΖΙ	ΚΟΥΛΟΥΡΑΚΙ
ΠΙΑΤΑΚΙ	ΒΑΖΩ ΤΟ ΜΠΡΙΚΙ ΣΤΟ ΓΚΑΖΙ	ΠΙΑΤΑΚΙ
ΚΟΥΛΟΥΡΑΚΙ	ΑΝΑΚΑΤΑΤΕΥΩ	ΧΑΡΤΟΠΕΤΣΕΤΑ
ΧΑΡΤΟΠΕΤΣΕΤΑ	ΠΕΡΙΜΕΝΩ ΜΕΧΡΙ ΝΑ ΒΡΑΣΕΙ	
ΜΠΡΙΚΙ	ΒΓΑΖΩ ΤΟ ΜΠΡΙΚΙ ΑΠΟ ΤΗΝ ΓΚΑΖΙ	
ΓΚΑΖΑΚΙ	ΑΔΕΙΑΖΩ ΣΤΗΝ ΚΟΥΠΑ	
ΑΝΑΠΤΗΡΑ	ΠΡΟΣΘΕΤΩ ΤΟ ΚΟΥΛΟΥΡΑΚΙ	
ΚΟΥΤΑΛΙ	Ο ΚΑΦΕΣ ΕΙΝΑΙ ΕΤΟΙΜΟΣ ΓΙΑ ΣΕΡΒΙΡΙΣΜΑ	
VETTEX	ΣΒΗΝΩ ΤΟ ΓΚΑΖΙ	

HOW (procedure) WHAT

Copyright © 2004-2019, Theofanis C. Giotis, All Rights Reserved. This presentation was created by **Theofanis C. Giotis** under license from **Project Management Institute (PMI)** as **PMI Registered Education Provider** (ITEC Consulting/12PM, PMI-REP ID: 2092, www.12pm.gr)

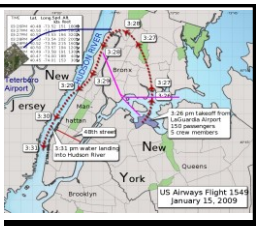
A washing machine is not working

You call Technician A	Your sister calls Technician B
1. You call him and he tells u: ▪ 1 hour to repair ▪ 50$ ▪ He DOESN'T ask for the brand name	1. You call him and he tells u: ▪ 1 hour to repair ▪ 50$ ▪ He asks for the brand name and type (PITSOS 1224b)
2. He comes with a set of 47 tools in a case	2. He comes with a set of 7 tools in a case and a manual
3. He selects 7 tools	3. He uses all 7 tools
4. He repairs your washing machine	4. He repairs your washing machine using the manual
5. He tests it	5. He tests it
6. Charges you 50$	6. Charges you 50$
7. Gives you a receipt	7. Gives you a receipt
8. Technician A adjourns ▶	8. Technician B adjourns ▶



Chesley Sullenberger, captain of US Airways Flight 1549, and first officer Jeffrey Skiles successfully ditched flight 1549 in the Hudson River (15.Jan.2009).

- US Airways Flight 1549
- Airbus A320 with 5 crew members and 150 passengers
- On 15.Jan.2009, 15:25:06, departed from LaGuardia Airport in New York to Charlotte Intl Airport, North Carolina
- At 15:27:36 the plane struck a flock of Canada Geese and lost power in BOTH engines
- At 15:30:42 the plane was ditched in the Hudson River off midtown Manhattan.



Miracle on the Hudson

«One way of looking at this might be that for 42 years, I've been making small, regular deposits in this bank of experience, education and training. And on January 15 the balance was sufficient so that I could make a very large withdrawal.»

Copyright © 2004-2019, Theofanis C. Giotis, All Rights Reserved. This presentation was created by **Theofanis C. Giotis** under license from **Project Management Institute (PMI)** as **PMI Registered Education Provider** (ITEC Consulting/12PM, PMI-REP ID: 2092, www.12pm.gr)

How would we group the 49 tools?

PMBOK® has 49 processes grouped into 5 process groups

4.1 Develop Project Charter

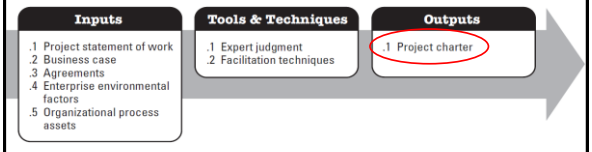


Figure 4-2. Develop Project Charter: Inputs, Tools and Techniques, and Outputs

13.1 Identify Stakeholders

Figure 13-2. Identify Stakeholders: Inputs, Tools & Techniques, and Outputs

5.2 Collect Requirements (elicit)

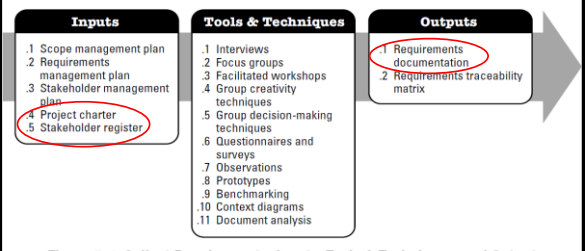


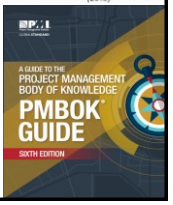
Figure 5-4. Collect Requirements: Inputs, Tools & Techniques, and Outputs

Project Management Body of Knowledge (PMBOK® Guide)

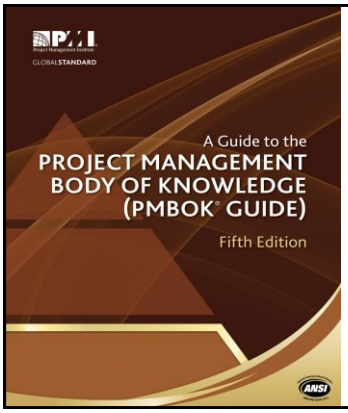
Evolution of ANSI Standard for Project Management:

5+ million printed copies sold!
50+ million copies in PDF circulation

ISO 21500:2012



Copyright © 2004-2019, Theofanis C. Giotis, All Rights Reserved. This presentation was created by **Theofanis C. Giotis** under license from **Project Management Institute (PMI)** as **PMI Registered Education Provider** (ITEC Consulting/12PM, PMI-REP ID: 2092, www.12pm.gr)



PMBOK® Guide 5th Edition, Project Core Committee Team (page 483)

Mr. David J. Violette, MPM, PMP	Chair
Mr. Joseph Kestel, PMP, MSIS	Vice Chair
Mr. Nicholas J. Clemens, PMP	Member, Chapters 3 and 4
Mr. Dan Deakin, PMP	Member, Chapters 11 and 12
Mr. Theofanis Giotis, PMP, PMI-ACP	Member, Chapters 1 and 2
Mrs. Marie Gunnerson	Member, Chapters 6 and 7
Mr. George Jucan, PMP	Member, Chapters 9, 10 and 13
Mrs. Vanina Mangano, PMP	Member
Mrs. Mercedes Martinez Sanz, PMP	Member, Chapters 5 and 8
Mrs. Carolina Spindola, SSBB, PMP	Member, Chapters 6 and 8
Mr. Cliff Sprague, PMP	Member
Mrs. Roberta Storer	Contributor
Mrs. Kristin Vitello, CAPM	Standards Project Specialist

Project Management Process Groups

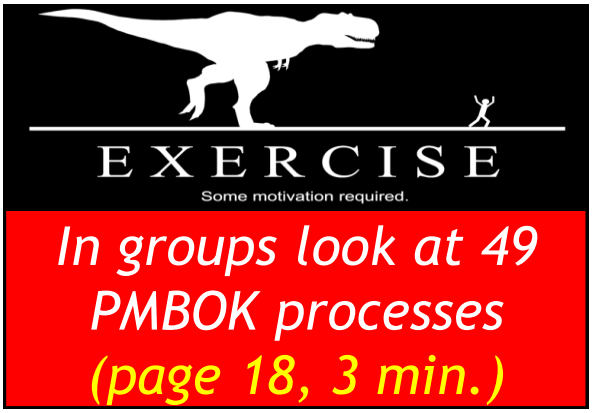
Knowledge Areas	Initiating Process Group	Planning Process Group	Executing Process Group	Monitoring and Controlling Process Group	Closing Process Group
4. Project Integration Management	4.1 Develop Project Charter	4.2 Develop Project Management Plan	4.3 Direct and Manage Project Work 4.4 Manage Project Knowledge	4.5 Monitor and Control Project Work 4.6 Perform Integrated Change Control	4.7 Close Project or Phase
5. Project Scope Management		5.1 Plan Scope Management 5.2 Collect Requirements 5.3 Define Scope 5.4 Create WBS		5.5 Validate Scope 5.6 Control Scope	
6. Project Schedule Management		6.1 Plan Schedule Management 6.2 Define Activities 6.3 Sequence Activities 6.4 Estimate Activity Durations 6.5 Develop Schedule		6.6 Control Schedule	
7. Project Cost Management		7.1 Plan Cost Management 7.2 Estimate Costs 7.3 Determine Budget		7.4 Control Costs	

(page 18)

Project Management Process Groups

Knowledge Areas	Initiating Process Group	Planning Process Group	Executing Process Group	Monitoring and Controlling Process Group	Closing Process Group
8. Project Quality Management		8.1 Plan Quality Management	8.2 Manage Quality	8.3 Control Quality	
9. Project Resource Management		9.1 Plan Resource Management 9.2 Estimate Activity Resources	9.3 Acquire Resources 9.4 Develop Team 9.5 Manage Team	9.6 Control Resources	
10. Project Communications Management		10.1 Plan Communications Management	10.2 Manage Communications	10.3 Monitor Communications	
11. Project Risk Management		11.1 Plan Risk Management 11.2 Identify Risks 11.3 Perform Qualitative Risk Analysis 11.4 Perform Quantitative Risk Analysis 11.5 Plan Risk Responses	11.6 Implement Risk Responses	11.7 Monitor Risks	
12. Project Procurement Management		12.1 Plan Procurement Management	12.2 Conduct Procurements	12.3 Control Procurements	
13. Project Stakeholder Management	13.1 Identify Stakeholders	13.2 Plan Stakeholder Engagement	13.3 Manage Stakeholder Engagement	13.4 Monitor Stakeholder Engagement	

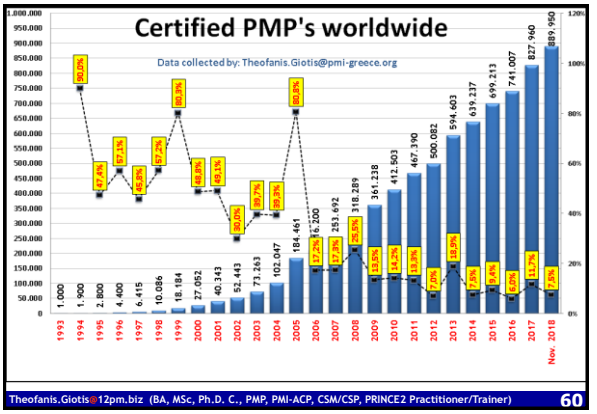
(page 18)



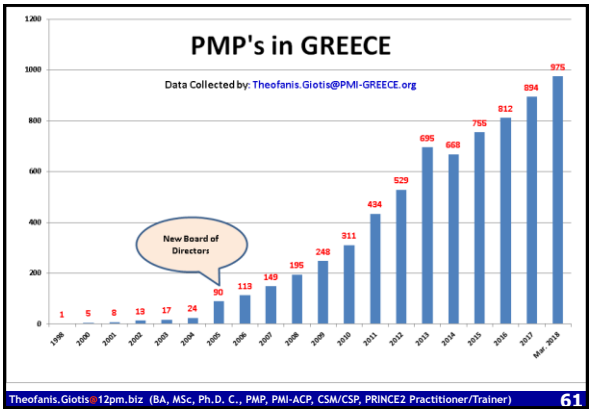
Statistics of Interest, as of 30 November 2018

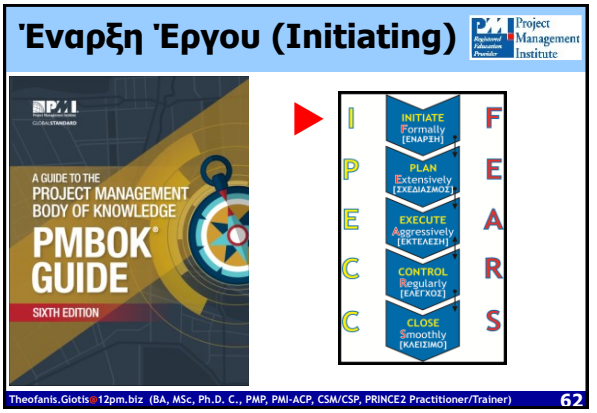
- **Project Management Professional (PMP) : 889,950**
- **Certified Associate in Project Management (CAPM) : 36,860**
- **Program Management Professional (PgMP) : 2,517**
- **PMI Scheduling Professional (PMI-SP) : 1,900**
- **PMI Risk Management Professional (PMI-RMP) : 5,011**
- **PMI Agile Certified Practitioner (PMI-ACP) : 24,728**
- **PMI Portfolio Management Professional (PfMP) : 625**
- **PMI Professional in Business Analysis (PMI-PBA): 3,044**

- **Worldwide, there are 299 PMI® chapters**
- **PMI-GREECE in GREECE**



Copyright © 2004-2019, Theofanis C. Giotis, All Rights Reserved. This presentation was created by **Theofanis C. Giotis** under license from **Project Management Institute (PMI)** as **PMI Registered Education Provider** (ITEC Consulting/12PM, PMI-REP ID: 2092, www.12pm.gr)





The only official document that authorizes a project is called PROJECT CHARTER.

Project Name:	
Prepared by:	(page 4)
Date:	
Initiation:	Includes the name of the project and the designated project manager
Synopsis:	Briefly summarize the salient aspects of the project by answering the questions "Why?" (purpose), "What?" (product description/ scope), "When?" (time), and "How much?" (resources)
Purpose/Business Need:	Identify the customers who are to receive and benefit from the product developed by the project and the need the product is intended to meet (either as a problem to solve or as an opportunity to exploit)
Product Description and Deliverables:	Identify what product is to be delivered at the end of the project, and at any interim delivery points. Describe the product sufficiently to enable the project team to create it, and for agreement to be reached at product delivery time that the product has been correctly produced
Project Management:	Briefly indicate general approach and any relevant PMI or other standards to be used
Assumptions, Constraints, Risks:	Briefly identify salient assumptions, constraints, and known risks, if any, which can be anticipated to have a major impact on the process and/or outcome of the project and which require decisions or actions by the project sponsor or team
Resources:	Indicate required and/or available resources to be used on the project. As appropriate, indicate financial, personnel, and material resources (such as facilities, equipment, supplies, and services)
Approach:	Indicate the way in which the project will produce the product
Communication and Reporting:	Identify communication required between the project sponsor and the project team
Acceptance:	Indicate the method and criteria for the project sponsor to accept the specified project deliverables as complete and adequate
Change Management:	Indicate the procedures to be used for making and documenting changes to the charter
Other:	
Approval (optional)	Sponsor and Project Manager

How our brain PLANS?

WHY to divide a project into phases?

Copyright © 2004-2019, Theofanis C. Giotis, All Rights Reserved. This presentation was created by **Theofanis C. Giotis** under license from **Project Management Institute (PMI)** as **PMI Registered Education Provider** (ITEC Consulting/12PM, PMI-REP ID: 2092, www.12pm.gr)

Machu Picchu, Peru

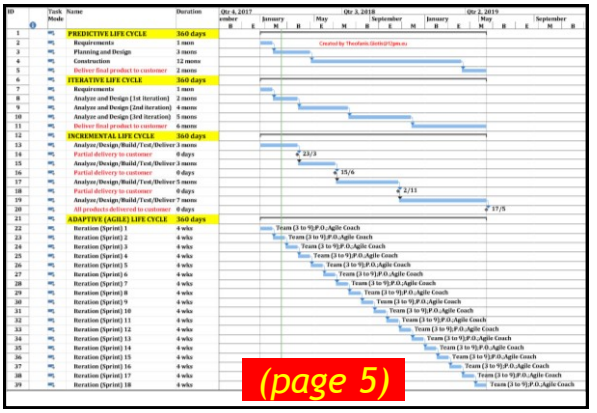
How to go to Machu Picchu?

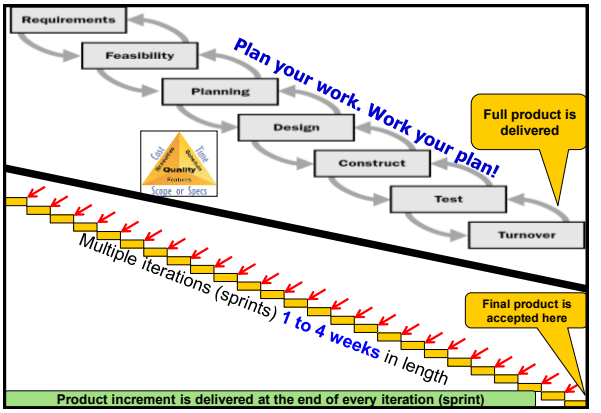
- *PLAN DRIVEN*
- *Plan EVERYTHING As Soon As Possible (ASAP)*
  - *Taxis*
  - *Air tickets*
  - *Restaurants*
  - *Tours*
  - *Site visits, etc.*
  - *Plan Your Work*
  - *Work Your Plan*

Command Driven

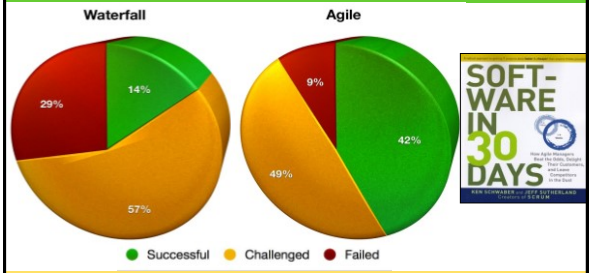
- *CHANGE DRIVEN (Agile)*
- *Plan EVERYTHING As Late As Possible (ALAP)*
  - Fix budget
  - Describe the minimum things to do
  - *Define MVP (Minimum Viable Product)*
  - *Go*
  - *Adapt continuously*

Mission Driven

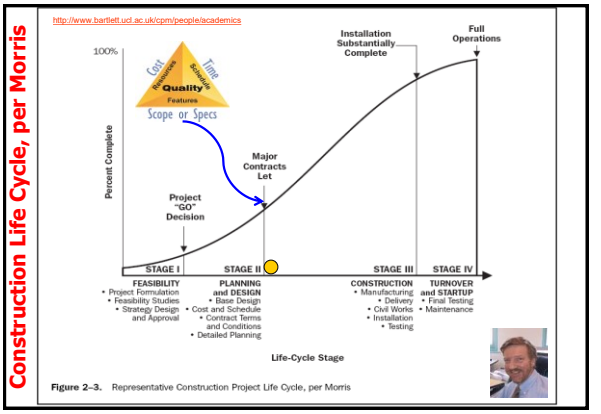




Agile Vs. Waterfall failure rates: Chaos Manifesto 2012, Standish Group international, Inc.



*Software applications developed using the **AGILE** process are **3 times more successful** than **WATERFALL** method!*



Copyright © 2004-2019, Theofanis C. Giotis, All Rights Reserved. This presentation was created by **Theofanis C. Giotis** under license from **Project Management Institute (PMI)** as **PMI Registered Education Provider** (ITEC Consulting/12PM, PMI-REP ID: 2092, www.12pm.gr)

Have a look at your PROJECT CHARTER (page 4, 3 min.)

Project Stakeholders

A stakeholder is an individual, group, or organization who may affect, be affected by, or perceive itself to be affected by a decision, activity, or outcome of a project.

PMBOK® Guide

Theofanis.Giotis@12pm.biz (BA, MSc, Ph.D. C., PMP, PMI-ACP, CSM/CSP, PRINCE2 Practitioner/Trainer)

Project Stakeholders!

"If you don't find stakeholders, STAKEHOLDERS will Find YOU LATER..."

Theofanis C. Giotis

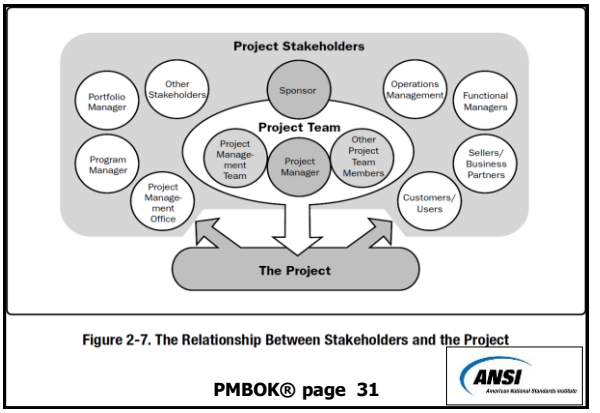


Figure 2-7. The Relationship Between Stakeholders and the Project

PMBOK® page 31

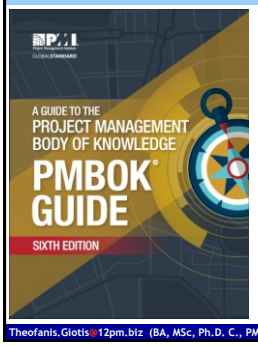
Stakeholder Register

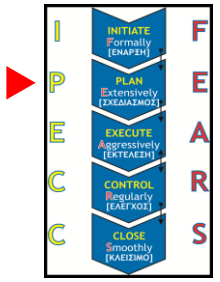
Name	Power (1 to 10)	Interest (1 to 10)	Attitude -10 to +10

In groups write 2 to 4 STAKEHOLDERS (page 6, 3 min.)

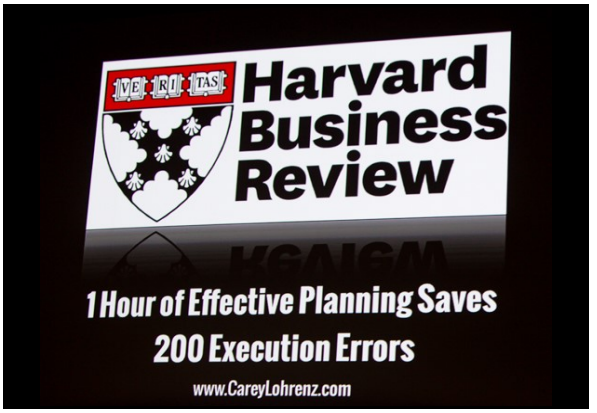
Copyright © 2004-2019, Theofanis C. Giotis, All Rights Reserved. This presentation was created by **Theofanis C. Giotis** under license from **Project Management Institute (PMI)** as **PMI Registered Education Provider** (ITEC Consulting/12PM, PMI-REP ID: 2092, www.12pm.gr)

Planning

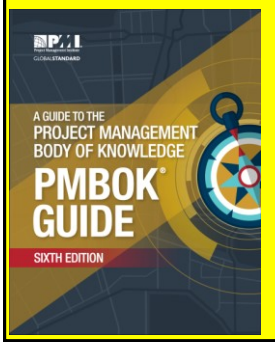




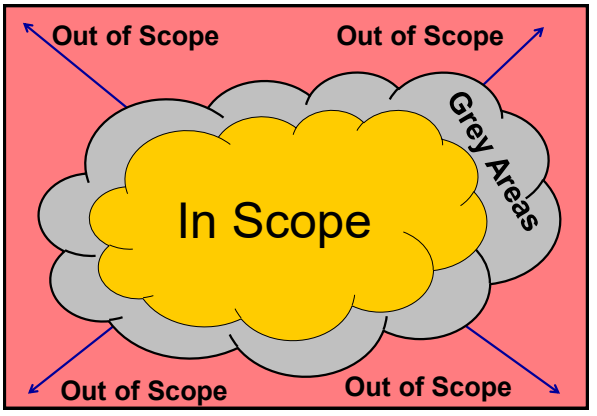
"Give me 6 hours to chop down a tree and I will spend the first 4 sharpening the axe."
Abraham Lincoln for Planning



PMBOK® Chapter 5



Project Scope Management



Scope (σκοπός)

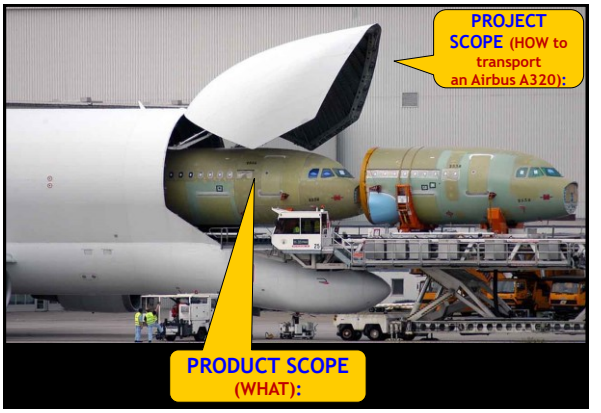
*In the **project context**, **scope** may be:*

PRODUCT SCOPE (what):
the features and functions that
characterize a product, service, or result

PROJECT SCOPE (how):
the work that needs to be accomplished
to deliver a product, service, or result
with the specified features and functions

PMBOK® page 103

Copyright © 2004-2019, Theofanis C. Giotis, All Rights Reserved. This presentation was created by **Theofanis C. Giotis** under license from **Project Management Institute (PMI)** as **PMI Registered Education Provider** (ITEC Consulting/12PM, PMI-REP ID: 2092, www.12pm.gr)



Collect Requirements

1. **Interviews**
2. **Focus Groups**
3. **Facilitated Workshops**
4. **Group Creativity Techniques**
   a) Brainstorming
   b) Nominal group technique
   c) Multi-criteria decision analysis
   d) Idea/mind mapping
   e) Affinity diagram
5. **Group Decision-Making Techniques**
   1. Unanimity (100%)
   2. Dictatorship
   3. Majority (50% +1)
   4. Plurality (largest block)
   5. Consensus
6. **Questionnaires and Surveys**
7. **Observations**
8. **Prototypes**
9. **Benchmarking**
10. **Context Diagrams**
11. **Document Analysis**

ISO DIRECTIVES on how to CREATE STANDARDS

ISO IEC

ISO International Organization for Standardization

ISO/IEC
Directives, Part 2

Principles and rules for the structure and drafting of ISO and IEC documents

ISO Directives

ISO International Organization for Standardization

- *5.5 Verifiability*
  - *Requirements **SHALL** be **objectively verifiable**.*
  - *Only those requirements which can be verified **SHALL** be included.*
  - *Phrases such as "**sufficiently strong**" or "**of adequate strength**" **SHALL NOT** be used because they are **subjective statements**.*

Copyright © 2004-2019, Theofanis C. Giotis, All Rights Reserved. This presentation was created by **Theofanis C. Giotis** under license from **Project Management Institute (PMI)** as **PMI Registered Education Provider** (ITEC Consulting/12PM, PMI-REP ID: 2092, www.12pm.gr)

Have a look at REQUIREMENTS DOCUMENTATION (page 7, 1 min.)

User Story Template

[WHO] As a <User or role>,	
[WHAT] I want <Business Functionality>,	
[WHY] So that <Business Justification>.	
5+ Acceptance criteria:	

User Story Template

[WHO] As a <User or role>,	As a hotel guest,
[WHAT] I want <Business Functionality>,	I want to easily book my room,
[WHY] So that <Business Justification>.	So than I don't waste my time.
5+ Acceptance criteria:	1. Book in less than 5 minutes 2. VISA, MASTER, AMEX and Bitcoin payments 3. An notification email should be sent to me 4. An SMS should be sent to me 5. I should have the option to cancel my reservation anytime with a simple click

SAMSUNG (NANORADIO)

(had 3 teams, 1 in Greece, 2 in Sweden)

- ***SIMPLE USER STORY***
  - *As a <Wi-Fi USER> I would like to be able to <FIND OUT THE AP's in 50 m> to achieve <INTERNET CONNECTICITY>*
- ***MODERATE EFFORT USER STORY***
  - *As a < Wi-Fi USER> I would like to be able to <CONNECT TO A CHOSEN DIVICE> to achieve <INTERNET CONNECTICITY>*

By Dr. Alexandros Maniatopoulos, Nanoradio CEO

Everything is changing during a project…

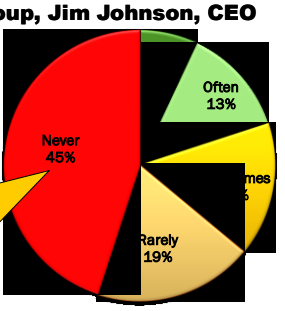
65% of requirements change

Source: Standish Group, Jim Johnson, CEO
www.standishgroup.com

Features and functions used in a typical system:

Source: Standish Group, Jim Johnson, CEO

If a company NEVERS implements these features, productivity is DOUBLED!



Copyright © 2004-2019, Theofanis C. Giotis, All Rights Reserved. This presentation was created by **Theofanis C. Giotis** under license from **Project Management Institute (PMI)** as **PMI Registered Education Provider** (ITEC Consulting/12PM, PMI-REP ID: 2092, www.12pm.gr)

Write 1 USER STORY for your case study (page 8, 3 min.)

Requirement Categories

1. **Business requirements** Why was the project undertaken? What business need is the project intended to address?
2. **Stakeholder requirements** What do stakeholders want to gain from the project?
3. **Solution requirements** What does the product need to look like? What are its **functional requirements** (how the product should work) and **nonfunctional requirements** (what will make the product effective)?
4. **Transition requirements** What types of handoff procedures or training are needed to transfer the product to the customer or organization?
5. **Project requirements** What are the expectations for how the project should be initiated, planned, executed, controlled, and closed?
6. **Quality requirements** What quality measures does the product need to meet? What designates a deliverable as successfully complete?
7. **Technical requirements** How will the product be built? What are the product specifications?

(page 9)

*The process of **subdividing project deliverables** and project work into **smaller, more manageable components**.*

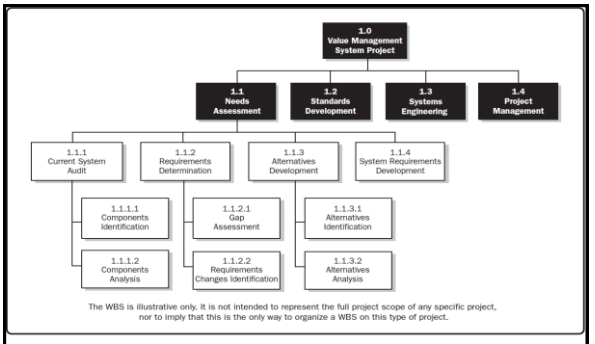


Figure 5-11. Sample WBS Decomposed Down Through Work Packages

PMBOK® page 129

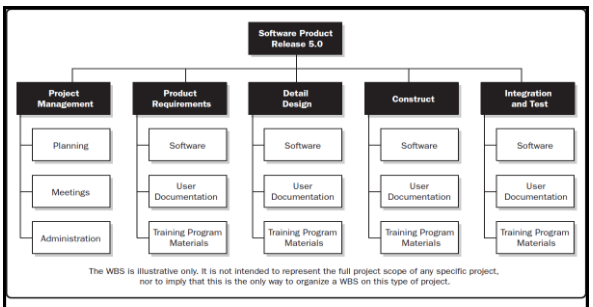


Figure 5-12. Sample WBS Organized by Phase

PMBOK® page 130

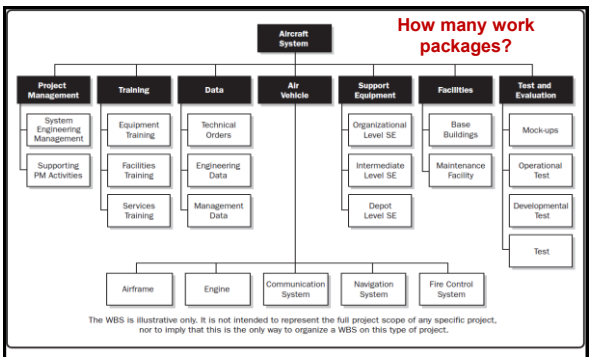
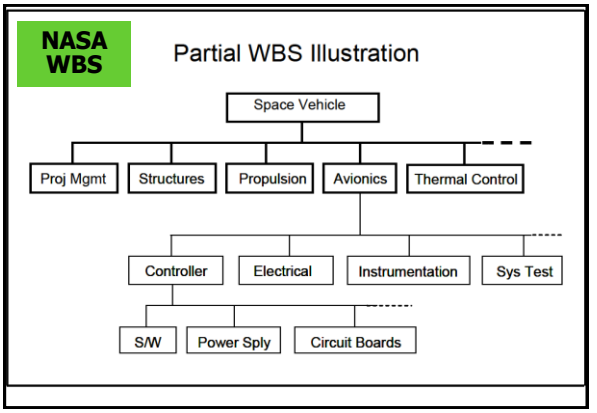
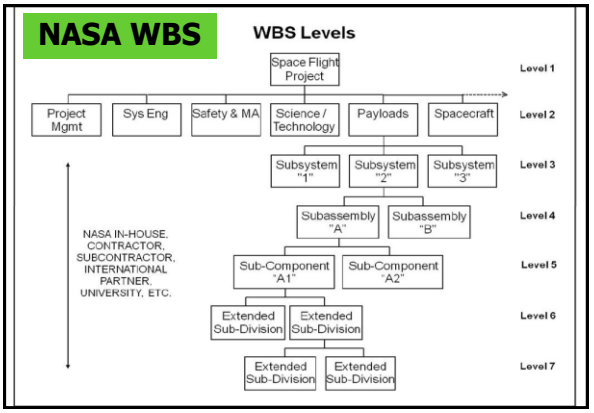
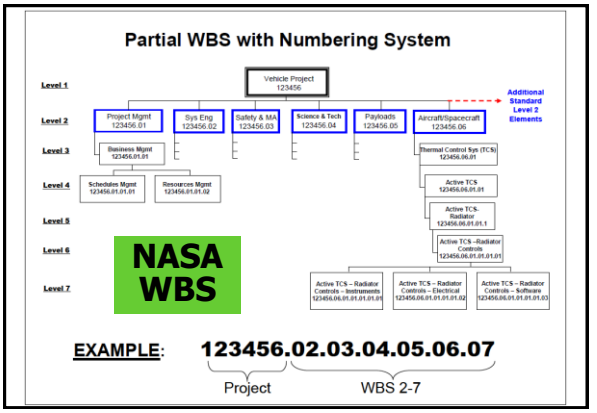


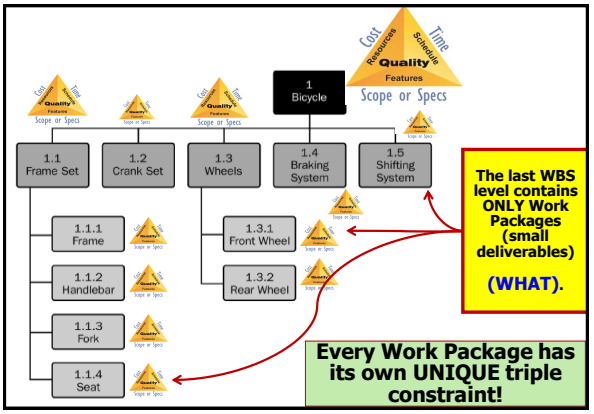
Figure 5-13. Sample WBS with Major Deliverables

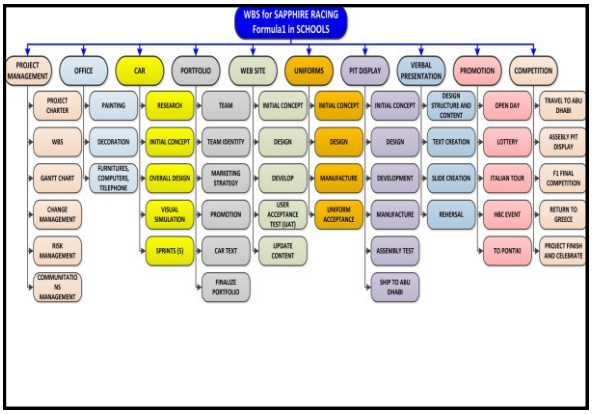
Copyright © 2004-2019, Theofanis C. Giotis, All Rights Reserved. This presentation was created by **Theofanis C. Giotis** under license from **Project Management Institute (PMI)** as **PMI Registered Education Provider** (ITEC Consulting/12PM, PMI-REP ID: 2092, www.12pm.gr)



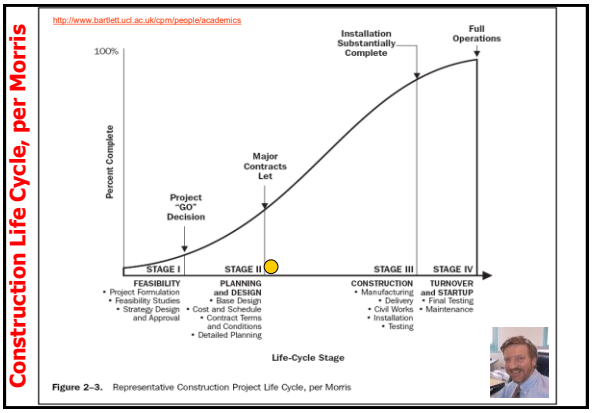




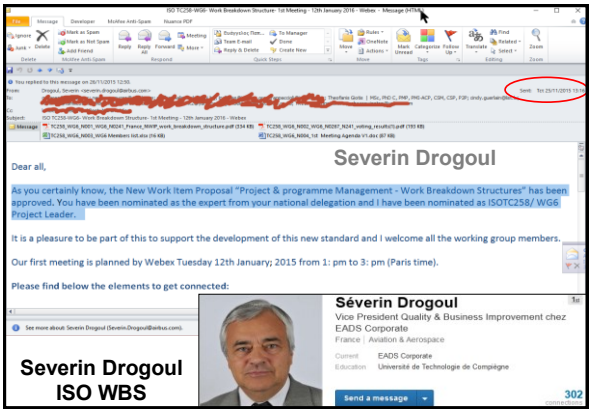


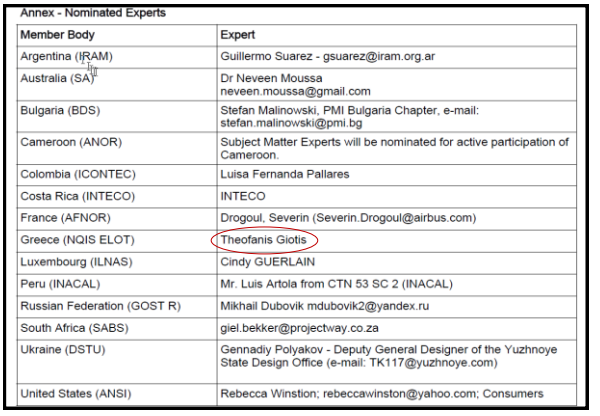


Copyright © 2004-2019, Theofanis C. Giotis, All Rights Reserved. This presentation was created by **Theofanis C. Giotis** under license from **Project Management Institute (PMI)** as **PMI Registered Education Provider** (ITEC Consulting/12PM, PMI-REP ID: 2092, www.12pm.gr)



WBS ISO





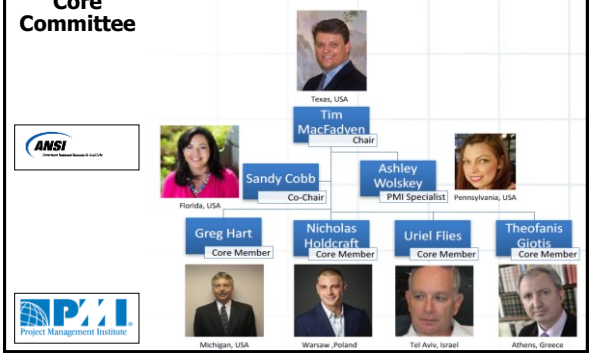
Annex - Nominated Experts

Member Body	Expert
Argentina (IRAM)	Guillermo Suarez - gsuarez@iram.org.ar
Australia (SA)	Dr Neveen Moussa neveen.moussa@gmail.com
Bulgaria (BDS)	Stefan Malinowski, PMI Bulgaria Chapter, e-mail: stefan.malinowski@pmi.bg
Cameroon (ANOR)	Subject Matter Experts will be nominated for active participation of Cameroon.
Colombia (ICONTEC)	Luisa Fernanda Pallares
Costa Rica (INTECO)	INTECO
France (AFNOR)	Drogoul, Severin (Severin.Drogoul@airbus.com)
Greece (NQIS ELOT)	Theofanis Giotis
Luxembourg (ILNAS)	Cindy GUERLAIN
Peru (INACAL)	Mr. Luis Artola from CTN 53 SC 2 (INACAL)
Russian Federation (GOST R)	Mikhail Dubovik mdubovik2@yandex.ru
South Africa (SABS)	giel.bekker@projectway.co.za
Ukraine (DSTU)	Gennadiy Polyakov - Deputy General Designer of the Yuzhnoye State Design Office (e-mail: TK117@yuzhnoye.com)
United States (ANSI)	Rebecca Winston; rebeccawinston@yahoo.com; Consumers

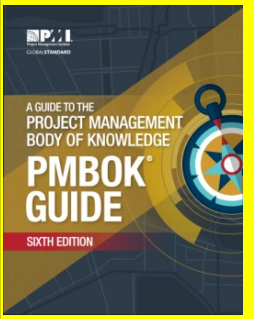
Copyright © 2004-2019, Theofanis C. Giotis, All Rights Reserved. This presentation was created by **Theofanis C. Giotis** under license from **Project Management Institute (PMI)** as **PMI Registered Education Provider** (ITEC Consulting/12PM, PMI-REP ID: 2092, www.12pm.gr)

WBS3 Core Committee

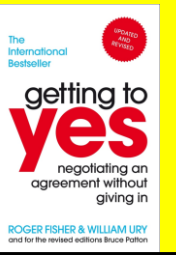
Our Core Team

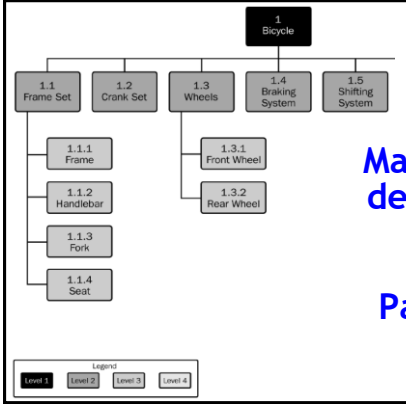


PMBOK® Chapter 12



Project Procurement Management





Make or Buy decisions at every Work Package!!!

Contracting

MAKE or BUY?

If buy, then Agreement (Contract)

BUYER ($) ↔ **SELLER**

Contract Types

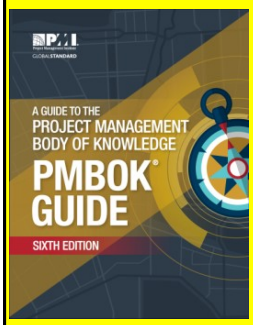
- ***Fixed Price Contracts (FP)***
- ***Time & Material (T&M)***
- ***Cost Reimbursable Contracts (CR)***

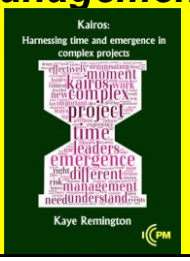
Decide which Work Packages will MAKE or BUY (page 12, 3 min)

Copyright © 2004-2019, Theofanis C. Giotis, All Rights Reserved. This presentation was created by **Theofanis C. Giotis** under license from **Project Management Institute (PMI)** as **PMI Registered Education Provider** (ITEC Consulting/12PM, PMI-REP ID: 2092, www.12pm.gr)

PMBOK® Chapter 6

Project Time Management





PDM dependencies: 4 relationships!

- *Finish-to-start (FS).* *A logical relationship in which a successor activity cannot start until a predecessor activity has finished.*
- *Finish-to-finish (FF).* *A logical relationship in which a successor activity cannot finish until a predecessor activity has finished.*
- *Start-to-start (SS).* *A logical relationship in which a successor activity cannot start until a predecessor activity has started.*
- *Start-to-finish (SF).* *A logical relationship in which a successor activity cannot finish until a predecessor activity has started.*

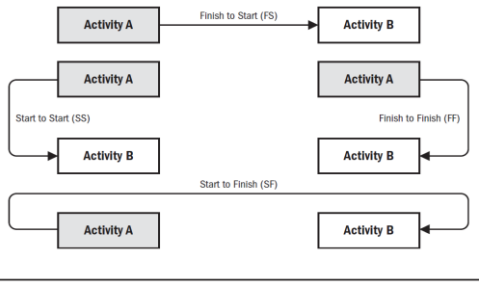


Figure 6-9. Precedence Diagramming Method (PDM) Relationship Types

PMBOK® Page 190

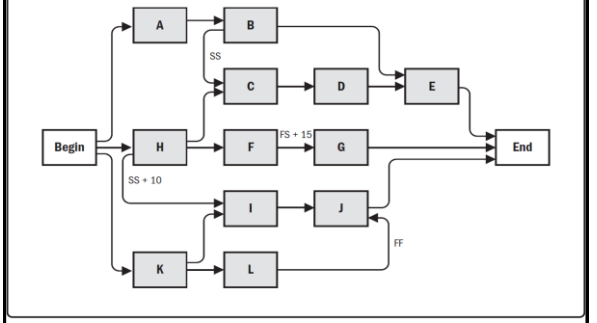
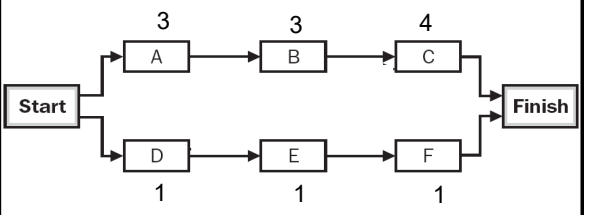


Figure 6-11. Project Schedule Network Diagram

PMBOK® page 160

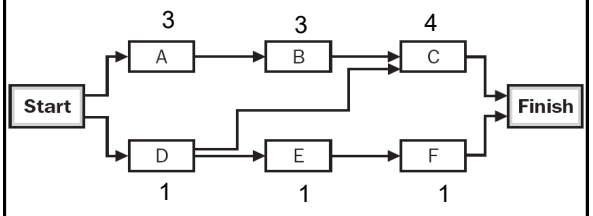
Critical Path

Precedence Diagramming Method (PDM)

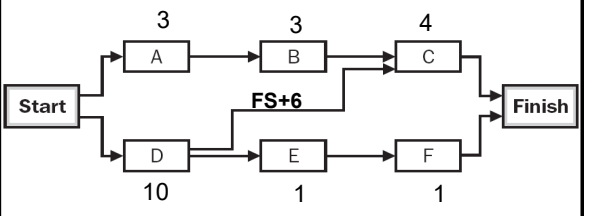


Copyright © 2004-2019, Theofanis C. Giotis, All Rights Reserved. This presentation was created by **Theofanis C. Giotis** under license from **Project Management Institute (PMI)** as **PMI Registered Education Provider** (ITEC Consulting/12PM, PMI-REP ID: 2092, www.12pm.gr)

Precedence Diagramming Method (PDM)

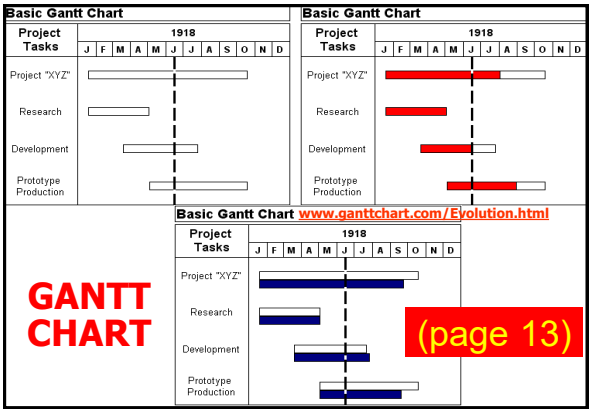


Precedence Diagramming Method (PDM)



GANTT CHART

- ***Henry Laurence Gantt**, A.B., M.E. (1861–1919) was an American mechanical engineer and management consultant*
- *He is best known for his work in the development of **scientific management**. He created the **Gantt chart** in the 1910s*
- *Gantt charts were employed on major infrastructure projects such as the **Hoover Dam.***

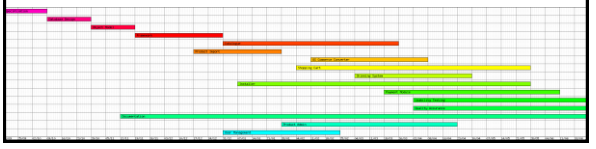


GANTT CHART

(page 13)

*The first known tool of this type was developed in 1896 by Karol Adamiecki, who called it a **harmonogram** and was only published in 1931 in Polish, with limited adoption and recognition.*

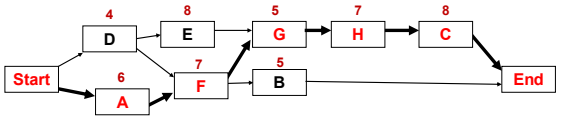
The chart is named after Henry Gantt (1861–1919), who designed his chart around the years 1910–1915.



How can you reduce the duration of your project by 1 month?

Copyright © 2004-2019, Theofanis C. Giotis, All Rights Reserved. This presentation was created by **Theofanis C. Giotis** under license from **Project Management Institute (PMI)** as **PMI Registered Education Provider** (ITEC Consulting/12PM, PMI-REP ID: 2092, www.12pm.gr)

Can you reduce the duration of your project by 2 months?

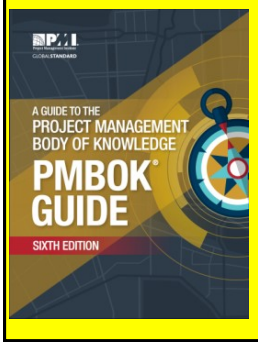


- Start-D-E-G-H-C-End 32
- Start-D-F-G-H-C-End 31
- Start-D-F-B-End 16
- Start-A-F-G-H-C-End 33
- Start-A-F-B-End 18

4 ways to reduce the project duration

Option	General Impacts on the Project
Fast track	• Adds risk (doing things in parallel, lead time) • May add management time for the project manager
Crash (cash)	• Almost always adds cost • May add management time for the project manager
Reduce scope	• Could save cost and time • May negatively impact customer satisfaction
Cut quality	• Could save cost and resources • May increase risk • Requires good metrics

PMBOK® Chapter 8



Project Quality Management

Definition of quality

Joseph Juran:

"Fitness for use" (fitness is defined by the customer)

Philip Crosby:

"Conformance to requirements"
and "Zero Defects"

REQUIREMENTS???

Quantitative	Qualitative
• Objective	• Subjective
• Functional	• Non-Functional
• Everyone understands the same	• Everyone understands different things
• Specifications/Specs	• Wishful thinking…
• Door 200 x 100 x 5cm • Black color	• Sound/water proof… • Good design…

Quality Metrics

Convert quality requirements to quality metrics

Quality Requirement	Quality Metric (page 10)
Fast Computer:	10.000.000 calculations per second.
Good Event:	On a scale 1 to 10, evaluations must be > 8.0.
Good Report:	TOC, Index, 10 Chapters, 50 pictures, hard cover, <20 words per sentence, etc.
Resilient design:	Not to break if falls from 80cm.
Good leaflet:	If exposed to sun, colors should not change.

Copyright © 2004-2019, Theofanis C. Giotis, All Rights Reserved. This presentation was created by **Theofanis C. Giotis** under license from **Project Management Institute (PMI)** as **PMI Registered Education Provider** (ITEC Consulting/12PM, PMI-REP ID: 2092, www.12pm.gr)

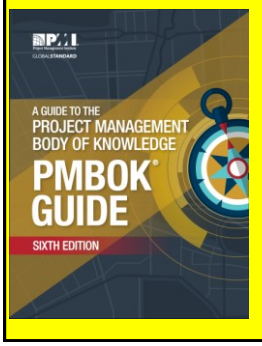
Μετατρέψτε ποιοτικές προδιαγραφές σε quality metrics

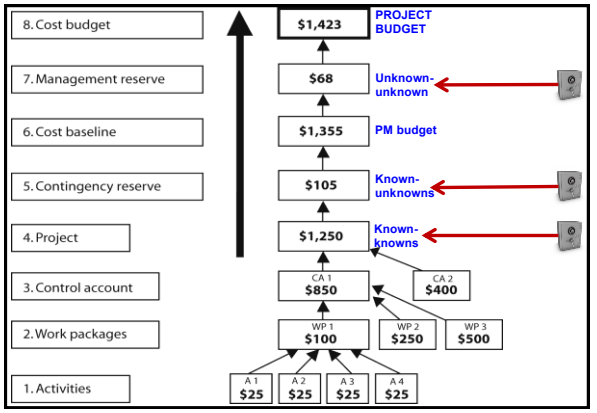
Quality requirement	Quality Metric
1. Καλό σχέδιο:	
2. Αντιολισθητικά πλακάκια:	
3. Ανθεκτικό χρώμα:	
4. Άφθαρτη μοκέτα:	
5. Καλό διαφημιστικό:	

2 min.

PMBOK® Chapter 7

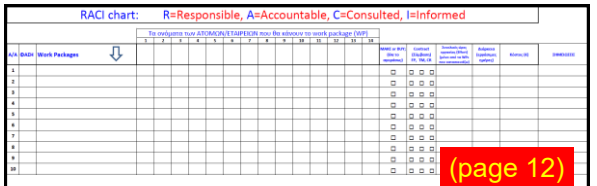
Project Cost Management





Categories of costs:

- **Variable Costs** These costs change with the amount of production or the amount of work. Examples include the cost of material, supplies, and wages.
- **Fixed Costs** These costs do not change as production changes. Examples: set-up cost, rent, utilities, etc.
- **Direct Costs** These costs are directly attributable to the work on the project. Examples are **team travel, team wages, recognition, and costs of material used on the project.**
- **Indirect Costs** Indirect costs are overhead items or costs incurred for the benefit of more than one project. Examples include **taxes, fringe benefits, and janitorial services**.

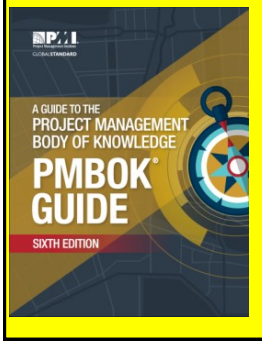


RACI Chart +

SCOPE, TIME, COST
and
PROCUREMENT

PMBOK® Chapter 11

Project Risk Management

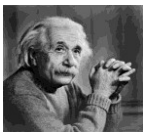


Copyright © 2004-2019, Theofanis C. Giotis, All Rights Reserved. This presentation was created by **Theofanis C. Giotis** under license from **Project Management Institute (PMI)** as **PMI Registered Education Provider** (ITEC Consulting/12PM, PMI-REP ID: 2092, www.12pm.gr)

Definition of Infinity !!!

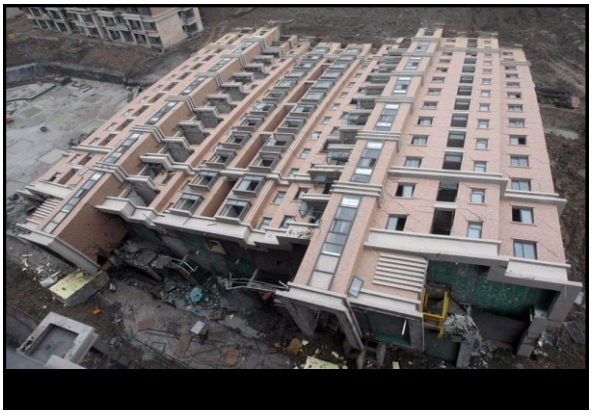
«Only two things are infinite, the universe and human stupidity, and I'm not sure about the former!»

Albert Einstein (1879 - 1955)
Physicist & Nobel Laureate
http://en.wikiquote.org/wiki/Albert_Einstein



FACTS Vs. RISKS Vs. ISSUES

- *FACT: something that has actual existence (PAST or FUTURE).*
- *RISK: an uncertain event that may or may not happen in the FUTURE.*
- *ISSUE: a risk that has happened in the PAST.*



Copyright © 2004-2019, Theofanis C. Giotis, All Rights Reserved. This presentation was created by **Theofanis C. Giotis** under license from **Project Management Institute (PMI)** as **PMI Registered Education Provider** (ITEC Consulting/12PM, PMI-REP ID: 2092, www.12pm.gr)

"If you don't attack risks, risks will attack you!"

Theofanis C. Giotis, MSc, Ph.D. C., PMP, PMI-ACP

Risk = Uncertain event that matters

RISK FACTORS

1. **Probability (>0, <1)**
2. **Impact , possible outcomes, or amount at stake (VL, L, M, H, VH)**
3. **Timing (Proximity)**
4. **Frequency (how often)**

- Negative Risk (Impact) **Threat**

+ Positive Risk Impact **Opportunity**

ACTIVITY: WBS No. | NAME OF SOURCE: Name of the person

PROBABILITY: Low=1, Medium=2, High=3 | IMPACT: Low=1, Medium=2, High=3

RISK STATEMENT.

As a result of 1. existing condition,

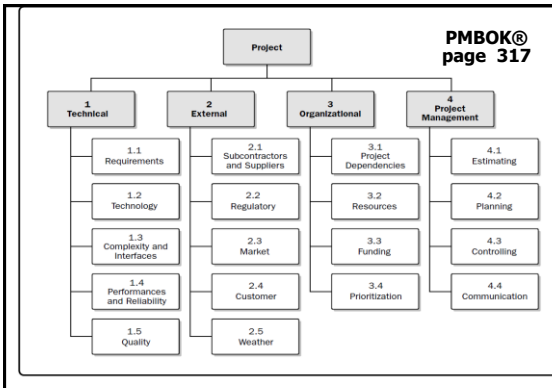
2. uncertain event may occur,

which would lead to 3. effect on objectives.

Time or Value (WHEN IT MIGHT OCCUR) | Repeatability (FREQUENCY OF RISK) | RBS No. (CATEGORY)

© Copyright 2007 RMC Publications, Inc. All rights reserved. Web site: www.rmcproject.com E-mail: info@rmcproject.com

Green | Yellow | Red



PMBOK® page 317

Figure 11-4. Example of a Risk Breakdown Structure (RBS)

Κατηγοριοποίηση ρίσκων

Dr. David Hillson

Probability	IMPACT Low	Medium	High
High	M	H	H
Medium	L	M	H
Low	L	L	M

Probability	IMPACT 1	2	3
3	3	6	9
2	2	4	6
1	1	2	3

Green | Yellow | Red

		Impact on Objective				
		Very Low	Low	Medium	High	Very High
Probability		0,05	0,10	0,20	0,40	0,80
Very High	90%	0,05	0,09	0,18	0,36	0,72
High	70%	0,04	0,07	0,14	0,28	0,56
Medim	50%	0,03	0,05	0,10	0,20	0,40
Low	30%	0,02	0,03	0,06	0,12	0,24
Very Low	10%	0,01	0,01	0,02	0,04	0,08

Green | Yellow | Red

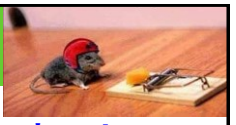
Record one THREAT and one OPPORTUNITY at RISK REGISTER (page 15, 3 min.)

Copyright © 2004-2019, Theofanis C. Giotis, All Rights Reserved. This presentation was created by **Theofanis C. Giotis** under license from **Project Management Institute (PMI)** as **PMI Registered Education Provider** (ITEC Consulting/12PM, PMI-REP ID: 2092, www.12pm.gr)

What are the strategies for risks?

- .1 Strategies for *Negative Risks* or *Threats*
  - *Avoid*
  - *Transfer*
  - *Mitigate*
  - *Accept*
- .2 Strategies for *Positive Risks* or *Opportunities*
  - *Exploit*
  - *Share*
  - *Enhance*
  - *Accept*

Στρατηγικές αντιμετώπισης των απειλών (Threats)

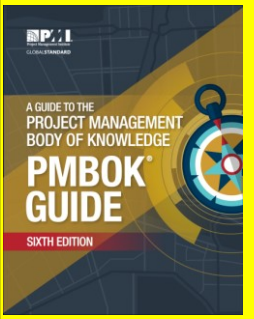


- **Avoid = Αποφυγή**
  (Δεν κάνω το φυσικό αντικείμενο)
- **Transfer = Μεταφορά**
  (Ασφάλιση ή μεταφορά στον προμηθευτή)
- **Mitigate = Μετριάζω**
  Μειώνω την πιθανότητα και/ή την επίπτωση
- **Accept = Αποδέχομαι**
  (και εύχομαι να μην συμβεί…)

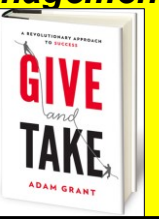
Describe RISK RESPONSE strategies for your project risks

(page 15, 3 min.)

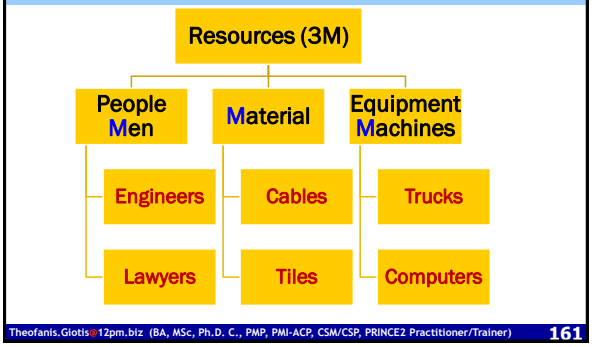
PMBOK® Chapter 9



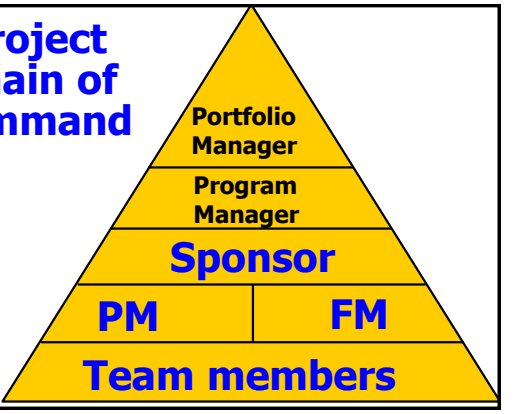
Project Human Resources Management



Resource Breakdown Structure (RBS)



Project Chain of command



Copyright © 2004-2019, Theofanis C. Giotis, All Rights Reserved. This presentation was created by **Theofanis C. Giotis** under license from **Project Management Institute (PMI)** as **PMI Registered Education Provider** (ITEC Consulting/12PM, PMI-REP ID: 2092, www.12pm.gr)

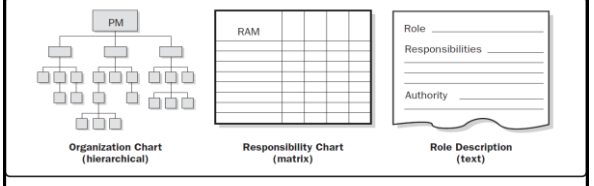


Figure 9-4. Roles and Responsibility Definition Formats

PMBOK® page 261

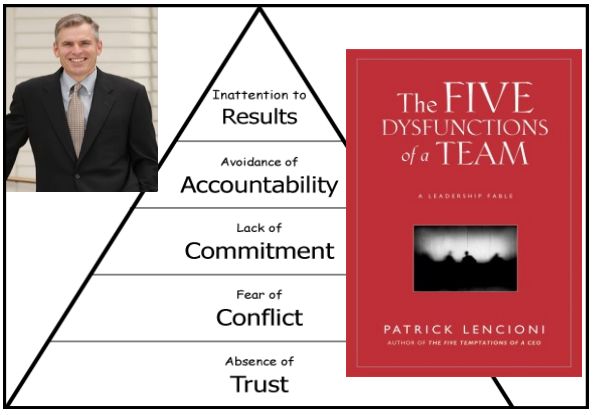
- *A responsibility assignment matrix (**RAM**) is used to illustrate the connections between work and project team members.*

RACI Chart	Person				
Activity	Ann	Ben	Carlos	Dina	Ed
Create charter	A	R	I	I	I
Collect requirements	I	A	R	C	C
Submit change request	I	A	R	R	C
Develop test plan	A	C	I	I	R

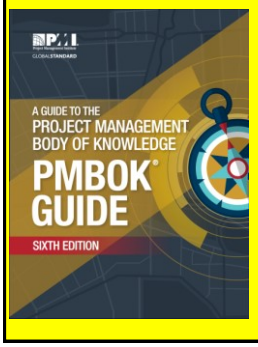
R = Responsible A = Accountable C = Consult I = Inform

Figure 9-5. RACI Matrix

PMBOK® page 129



PMBOK® Chapter 10



Project Communications Management

"As I am talking to you, I am only responsible for what I say, NOT for what you understand!"

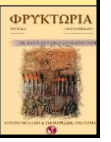
Theofanis Giotis

Keywords

1. *Who to Whom (Person Specific)*
2. *When (time specific)*
3. *What (information specific) (DIKW)*
4. *Format (presentation specific)*
5. *How (medium specific)*

http://el.wikipedia.org/wiki/%CE%A6%CF%81%CF%85%CE%BA%CF%84%CF%89%CF%81%CE%AF%CE%

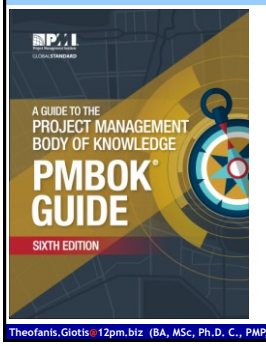
Φρυκτωρία

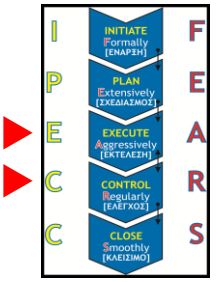


Copyright © 2004-2019, Theofanis C. Giotis, All Rights Reserved. This presentation was created by **Theofanis C. Giotis** under license from **Project Management Institute (PMI)** as **PMI Registered Education Provider** (ITEC Consulting/12PM, PMI-REP ID: 2092, www.12pm.gr)

Look at the COMMUNICATIONS MANAGEMENT PLAN
(page 16, 3 min.)

Εκτέλεση και Παρακολούθηση Έργου (Executing + Monitoring + Controlling)





Execute, Monitor and Control: Always keep your eyes open!!

Plan your work.

Work your Plan!

Εκτέλεση Έργου (Executing)

- *Ολοκλήρωση των παραδοτέων*
- *Ανάπτυξη της ομάδας*
- *Διοίκηση της ομάδας, παρακίνηση (motivation) και επίλυση διαφωνιών (conflicts)*
- *Συναντήσεις και επικοινωνία με τους stakeholders*

From Athens to Salonika

- ***Planned info (BASELINE):***
  - *500 Km total distance*
  - *Average speed 100 Km per hour*
  - *Total cost (gas + tolls) 500€ (**1€/Km**)*
- ***Actual data:***
  - *After 3 hours you are at Lamia (200 Km)*
  - *You have spent 400€ until Lamia*
- ***Questions:***
  - *When would you arrive to Salonika?*
  - *How much will it cost totally?*

Copyright © 2004-2019, Theofanis C. Giotis, All Rights Reserved. This presentation was created by **Theofanis C. Giotis** under license from **Project Management Institute (PMI)** as **PMI Registered Education Provider** (ITEC Consulting/12PM, PMI-REP ID: 2092, www.12pm.gr)

Παρακολούθηση Έργου (Monitoring + Controlling)

- *Έλεγχος Ποιότητας Παραδοτέων (deliverables)*
- *Παραλαβή παραδοτέων*
- *Έλεγχος Αλλαγών (changes) σε:*
  - *Φυσικό αντικείμενο*
  - *Χρόνο*
  - *Κόστος*
  - *Ποιότητα*
  - *Αβέβαια γεγονότα*
  - *Ενδιαφερόμενα μέρη*

Team Building

Team Building

Weinberg Table of Waste caused by Project Switching

Number of simultaneous projects	Percent of Working Time Available per Project	Loss to Context Switching
1	100%	0%
2	40%	20%
3	20%	40%
4	10%	60%
5	5%	75%

Weinberg, Gerald M. (1992) Quality Software Management: Systems Thinking. Dorset House, p. 284

«If you multitask at 10 projects, it's like reading 10 books simultaneously one page at the time»

Theofanis Giotis

Recognition and Rewards

Team Performance Assessment (project team)

Project Performance Appraisal (team members)

Petrona's Towers
Kuala Lumpur,
1,6 Bn $ Budget

What recognitions/rewards would you give to your team as PM? Sponsor should approve. (2 min.)

Copyright © 2004-2019, Theofanis C. Giotis, All Rights Reserved. This presentation was created by **Theofanis C. Giotis** under license from **Project Management Institute (PMI)** as **PMI Registered Education Provider** (ITEC Consulting/12PM, PMI-REP ID: 2092, www.12pm.gr)

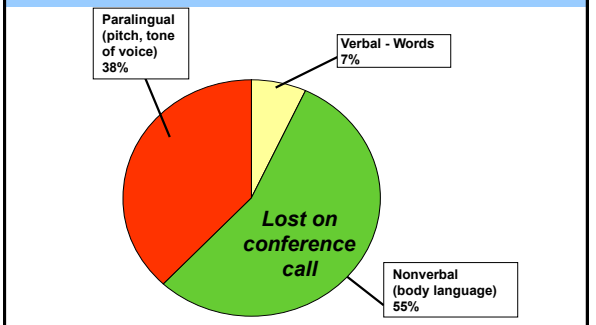
% Complete of what?

- X%
- 50/50 rule: 50% start / 50% end
- 20/80 rule: 20% start / 80% end
- 0/100 rule: 0% start / 100% end
- ACTIVITY DURATIONS
  - 4h to 40h for small projects
  - 8h to 80h for large projects

ΑΘΗΝΑ - ΘΕΣΣΑΛΟΝΙΚΗ

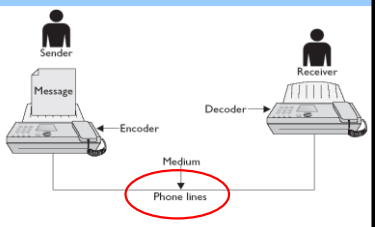
- ***Προγραμματισμός (BASELINE- ΒΑΣΗ ΑΝΑΦΟΡΑΣ):***
  - *500 Km*
  - *Μέση ταχύτητα 100 Km ανά ώρα*
  - *Συνολικό κόστος (βενζίνη και διόδια) 500€ (**1€/Km**)*
- ***Πραγματικά δεδομένα:***
  - *Μετά από **3 ώρες είσαστε Λαμία (200 Km)***
  - *Έχετε ήδη **ξοδέψει 400€ μέχρι τη Λαμία***
- ***Ερωτήσεις:***
  - *Πότε θα φτάσετε Θεσσαλονίκη;*
  - *Με τι κόστος θα φτάσετε Θεσσαλονίκη;*

Communications Models

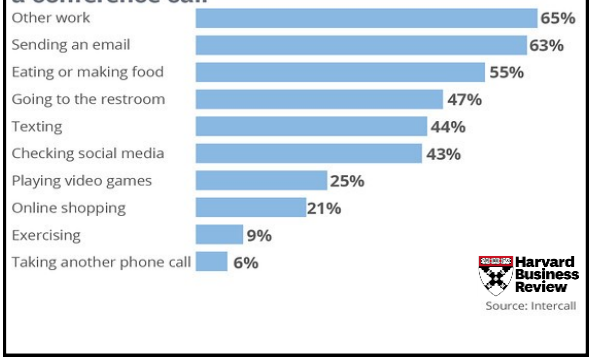


Communication Blockers

1. Noise
2. Distance
3. Hostility
4. Language
5. Culture
6. Conflict
7. Hidden Agendas
8. Distraction
9. Not Interested
10. Not concentrated
11. Improper encoding of messages
12. Making negative statements (this is a bad idea)
13. Organizational Silence
14. Complexity and/or constraints of modern communication methods



What else employees are doing during a conference call



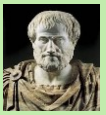
You have 10 completed WPs out of 20. What is the % complete of your project? (5 min.)

Copyright © 2004-2019, Theofanis C. Giotis, All Rights Reserved. This presentation was created by **Theofanis C. Giotis** under license from **Project Management Institute (PMI)** as **PMI Registered Education Provider** (ITEC Consulting/12PM, PMI-REP ID: 2092, www.12pm.gr)

Conflict Management

Anybody can become angry - that is easy, but to be angry with the right person and to the right degree and at the right time and for the right purpose, and in the right way - that is not within everybody's power and is not easy.

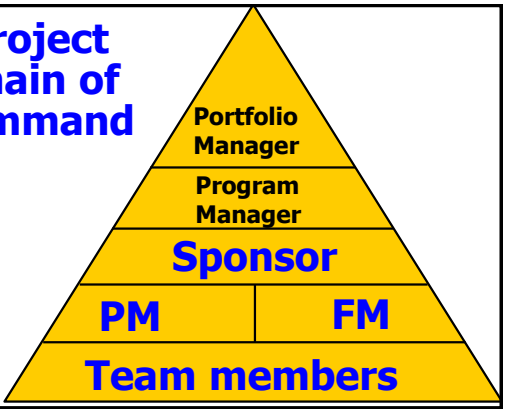
Aristotle



Διοίκηση Διαφωνιών Conflict Management

- Επίλυση Διαφωνίας (Problem Solve) WIN-WIN
- Αναβολή (Withdraw/Avoid) LOSE-LOSE
- Συμβιβασμός (Compromise) LOSE-LOSE
- Επιβολή (Force) WIN-LOSE
- Εξομάλυνση (Smooth)

Project Chain of command



Conflict resolution technique used? (5 min.)

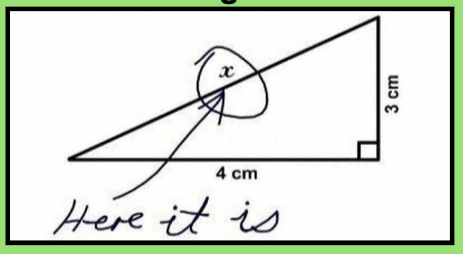
	Description	Conflict Resolution
1	"Do it my way!"	
2	"Let's calm down and get the job done!"	
3	"Let us do a little of what both of you suggest."	
4	"Let's deal with this issue next week."	
5	"Pat and Amanda, both of you want this project to cause as little distraction to your departments as possible. With that in mind, I am sure we can come to an agreement on the purchase of equipment and what is best for the project."	
6	"We have talked about new computers enough. I do not want to get the computers, and that is it!"	
7	"Pat, you say the project should include the purchase of new computers, and Amanda, you say the project can use existing equipment. I suggest we perform the following test on the existing equipment to determine if it needs to be replaced."	
8	"Let's see what everyone thinks, and try to reach a consensus."	
9	"Since we cannot decide on the purchase of new computers, we will have to wait until our meeting next month."	
10	"Pat, what if we get new computers for the design activity on the project and use the existing computers for the monitoring functions?"	

Copyright © 2004-2019, Theofanis C. Giotis, All Rights Reserved. This presentation was created by **Theofanis C. Giotis** under license from **Project Management Institute (PMI)** as **PMI Registered Education Provider** (ITEC Consulting/12PM, PMI-REP ID: 2092, www.12pm.gr)

	Description	Conflict Resolution
1	"Do it my way!"	Forcing
2	"Let's calm down and get the job done!"	Smoothing
3	"Let us do a little of what both of you suggest."	Compromising
4	"Let's deal with this issue next week."	Withdrawal
5	"Pat and Amanda, both of you want this project to cause as little distraction to your departments as possible. With that in mind, I am sure we can come to an agreement on the purchase of equipment and what is best for the project."	Smoothing
6	"We have talked about new computers enough. I do not want to get the computers, and that is it!"	Forcing
7	"Pat, you say the project should include the purchase of new computers, and Amanda, you say the project can use existing equipment. I suggest we perform the following test on the existing equipment to determine if it needs to be replaced."	Confronting
8	"Let's see what everyone thinks, and try to reach a consensus."	Collaborating
9	"Since we cannot decide on the purchase of new computers, we will have to wait until our meeting next month."	Withdrawal
10	"Pat, what if we get new computers for the design activity on the project and use the existing computers for the monitoring functions?"	Compromising

Conflict resolution:
Marble or carpet;
(2 min.)

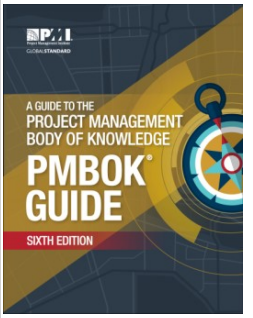
Problem Solving Method: Find X

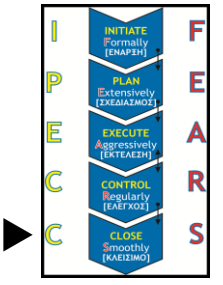


"An expert is NOT someone that gives you the answer, it is someone that ASKS you the RIGHT question." *Eli Goldratt*

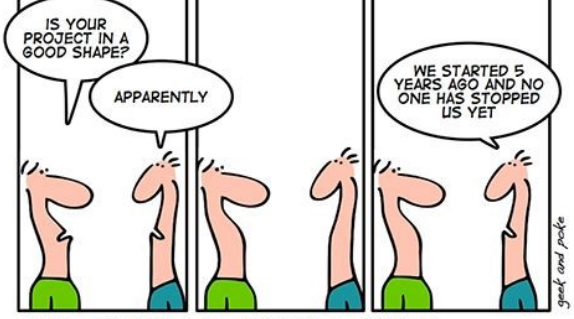
Κλείσιμο Έργου (Closing)

Project Management Institute





Closing



ONE YEAR IN A IT PROJECT – DAY 19

LESSONS LEARNED

Project Management Institute

"Αξιοποίησε το χρόνο σου καλύτερα για να κάνεις τον εαυτό σου καλύτερο. Μάθε από τα γραπτά των άλλων, έτσι ώστε ν' αποκτήσεις εύκολα αυτά που οι άλλοι έχουν εργαστεί σκληρά για να τα αποκτήσουν»

Socrates, 479 to 399 BC

Copyright © 2004-2019, Theofanis C. Giotis, All Rights Reserved. This presentation was created by **Theofanis C. Giotis** under license from **Project Management Institute (PMI)** as **PMI Registered Education Provider** (ITEC Consulting/12PM, PMI-REP ID: 2092, www.12pm.gr)

Lessons Learned

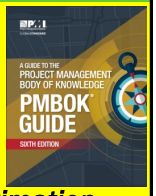
- *Τι πήγε καλά;*
- *Τι ΔΕΝ πήγε καλά;*
- *Τι θα κάναμε διαφορετικά εάν ξανακάναμε το ίδιο έργο;*

Create the LESSONS LEARNED document for your last project

(page 17, 3 min.)

Minimum Documents to use from PMBOK®

1. *Project Charter*
2. *Stakeholder Register*
3. *User Stories (requirements)*
4. *WBS*
5. *RACI Chart*
6. *Cost Estimation+ Duration Estimation*
7. *Risk Register*
8. *Lessons Learned*



"Εάν είναι φυσιολογικό οι εταιρείες μας να ΜΗΝ επενδύουν στο PROJECT MANAGEMENT, είναι σαν να δεχόμαστε τι ένα ΑΕΡΟΠΟΡΙΚΟ ΑΤΥΧΗΜΑ είναι κάτι συνηθισμένο..."

Θεοφάνης Γιώτης |
Theofanis.Giotis@12pm.eu

ISO's involvement in Project, Program and Portfolio Management

ISO International Organization for Standardization

ISO 21500

ISO started developing a new Global Standard for Project Management in 2007 that is named ISO 21500.

ISO 21500 was published on 3rd of Sept. 2012 and it is based on PMBOK® 3rd Edition.

ISO International Organization for Standardization

Copyright © 2004-2019, Theofanis C. Giotis, All Rights Reserved. This presentation was created by **Theofanis C. Giotis** under license from **Project Management Institute (PMI)** as **PMI Registered Education Provider** (ITEC Consulting/12PM, PMI-REP ID: 2092, www.12pm.gr)

Copyright © 2004-2019, Theofanis C. Giotis, All Rights Reserved. This presentation was created by **Theofanis C. Giotis** under license from **Project Management Institute (PMI)** as **PMI Registered Education Provider** (ITEC Consulting/12PM, PMI-REP ID: 2092, www.12pm.gr)