Project Management
Approaches and Perspectives

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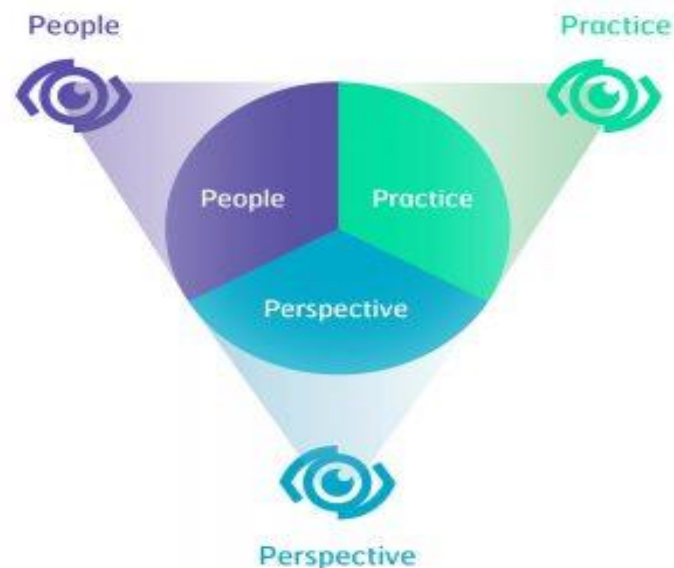
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1. IPMA
Τι επάρκειες απαιτούνται από τους εμπλεκόμενους σε projects

Individual Competence Baseline - ICB4

Τομείς επάρκειας	Project Director %	Project Leader %	Project Manager %	Project Team Member %
Practice (Πρακτική)	40	50	60	70
People (Άνθρωποι)	30	25	20	15
Perspective (Προοπτική)	30	25	20	15

1. IPMA

Perspective (Contextual)

Το πλαίσιο ενός έργου. Τα έργα επηρεάζονται από το οργανωτικό, κοινωνικό και πολιτικό πλαίσιο.

5 στοιχεία επάρκειας:

- Στρατηγική
- Διακυβέρνηση, δομές και διαδικασίες
- Συμμόρφωση, πρότυπα και κανονισμοί
- Εξουσία και συμφέροντα
- Κουλτούρα και αξίες

1. IPMA

Practices (Technical)

Οι βασικές δεξιότητες διαχείρισης έργων.
13 στοιχεία επάρκειας:

- Σχεδιασμός έργου
- Απαιτήσεις και στόχοι
- Πεδίο
- Χρόνος
- Οργάνωση και επικοινωνία
- Ποιότητα
- Χρηματοοικονομικά

- Πόροι
- Προμήθειες
- Σχεδιασμός και έλεγχος
- Κίνδυνοι και ευκαιρίες
- Ενδιαφερόμενα μέρη
- Αλλαγή και μετασχηματισμός

1. IPMA

People (Behavioral)

Οι προσωπικές και κοινωνικές δεξιότητες του ατόμου.

10 στοιχεία επάρκειας:

- Αναστοχασμός και αυτοδιαχείριση
- Προσωπική ακεραιότητα και αξιοπιστία
- Προσωπική επικοινωνία
- Σχέσεις και δέσμευση
- Ηγεσία
- Ομαδική εργασία
- Διαχείριση συγκρούσεων και διαχείριση κρίσεων
- Επινοητικότητα
- Διαπραγμάτευση
- Προσανατολισμός στο αποτέλεσμα

2. PMI
an improvement on waterfall

this framework includes these five phases of project management, which are similar to the waterfall phases:
- Initiating
- Planning
- Executing
- Monitoring/controlling
- Closing

- the project management process groups describe the project life cycle, while
- the 10 project management knowledge areas explain how to manage a project.
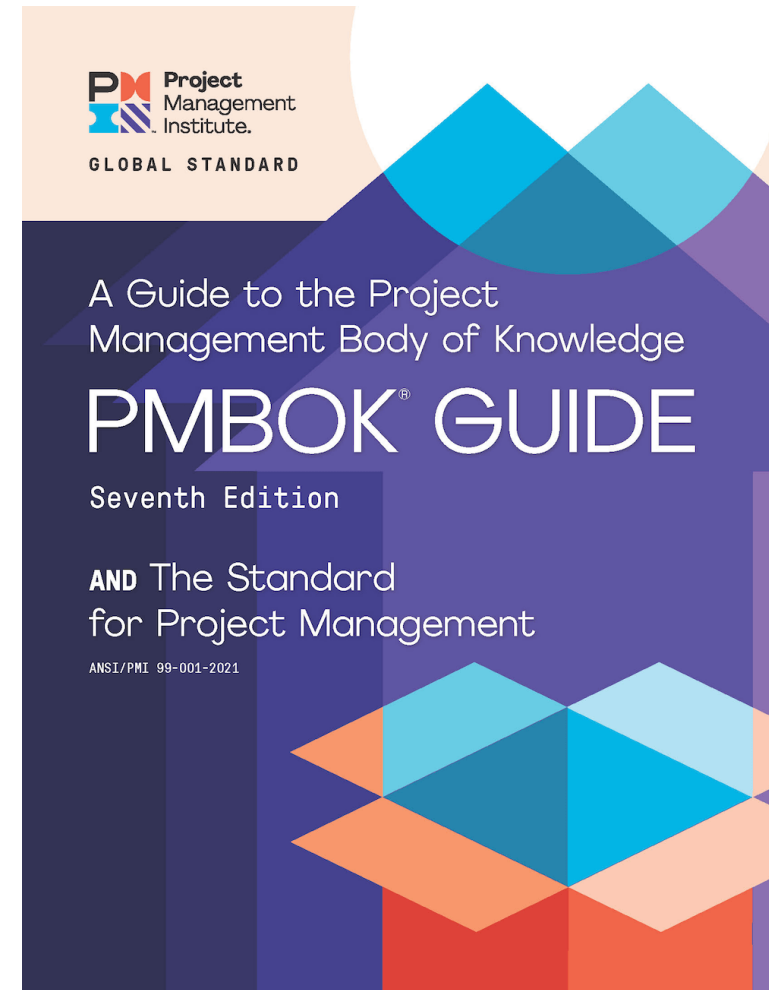
3. PRINCE2

PRINCE2 is a *project management methodology* that **divides the responsibilities between a board and a project manager**.
The board is responsible for necessary resource management and business justification, while the project manager deals with daily tasks and manages the whole team.
This method includes all the needed tools, practices, and procedures to control resources and focus on the end-users and final improved product.

With the requirement of **extensive documentation** and the guiding principle **"learn from experience"**, this method emphasizes the role of experience in reducing your project risk. But you have to redo the documentation and re-allocate resources when changes are needed, which may slow down your project.
This PRINCE2 methodology is predominantly used in almost every project of the UK government.

Fits forcomplicated and big projects with consistent requirements.

The 7 processes of Prince2

Starting a project
Directing a project
Initiating a project
Controlling a stage
Managing product delivery
Managing stage boundaries
Closing the project

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3. PRINCE2

The 7 principles are:

1. Continued Business Justification
2. Learn from Experience
3. Defined Roles and Responsibilities
4. Manage by Stages
5. Manage by Exception
6. Focus on Products
7. Tailor to Suit the Project

The 7 processes of Prince2

Starting a project

Directing a project

Initiating a project

Controlling a stage

Managing product delivery

Managing stage boundaries

Closing the project

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4. PM2

One common PM Methodology open to all EU Institutions, Member States, Contractors, and EU Citizens.
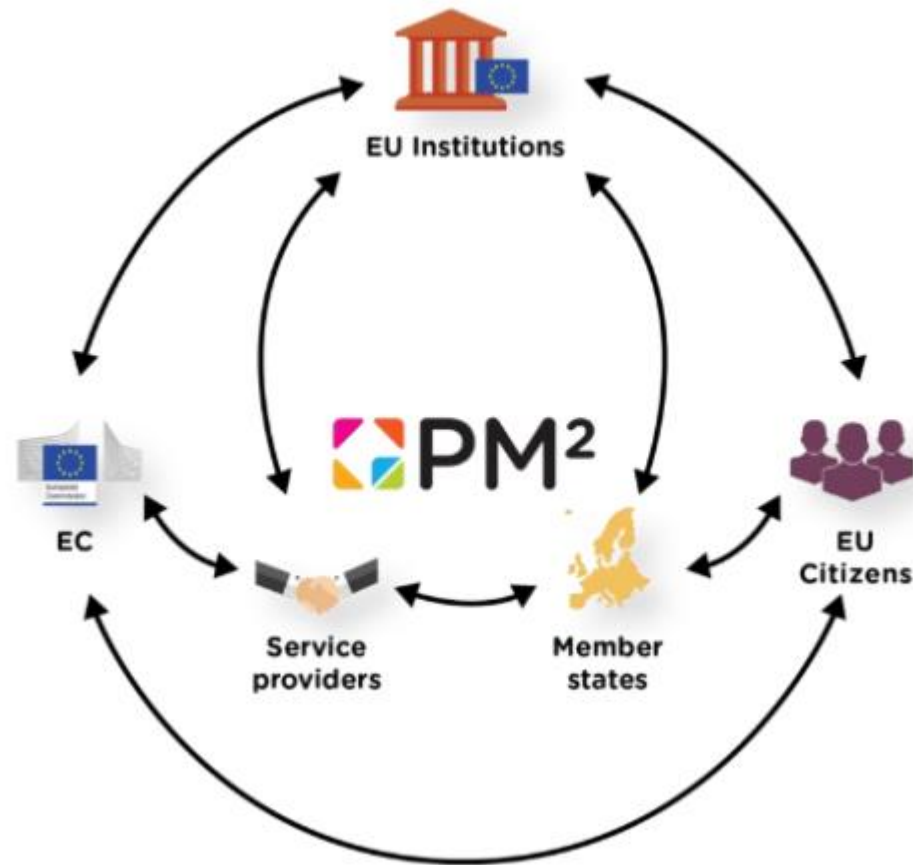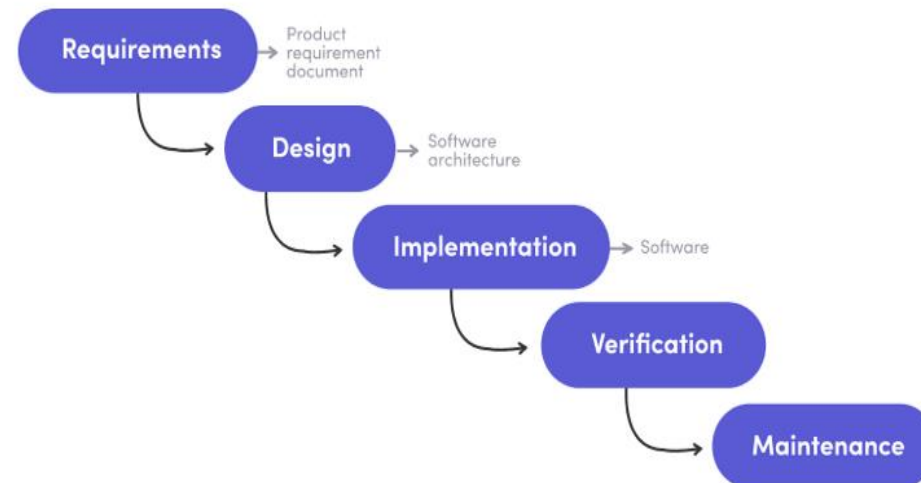
5. Waterfall

In the Waterfall methodology, **a phase can't begin until the successful completion of the previous** phase. It often consists **of 5 stages**, ranging from requirements, designing, implementation, finding, testing to maintenance. With this methodology, you can use **Gantt charts** to organize subtasks, task dependencies. This Waterfall method is pretty **easy to use regardless of prior experience** because of the intuitive division between stages. However, the clear demarcation between stages requires you to be **"perfect" in every single stage**. If you detect an error or have to adjust something, you must start from scratch, which drastically impacts your project progress.

This methodology is most suitable when your customers are sure about what they want at the onset, and your **project isn't going to change**. You can also use the Waterfall project management method when working in a regulated industry with **extensive project tracking or documentation requirements.**

The Waterfall Model

Requirements → Product requirement document

Design → Software architecture

Implementation → Software

Verification

Maintenance

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6. AGILE/SCRUM IPMA

rapidly respond to change by adapting its initial stable configuration

The main factors of Agile Methods

1. early customer involvement
top-level commitment, management involvement, user involvement,
user participation, lead users, and participatory design
2. **iterative development**
concept testing, beta testing
3. **self-organizing teams**
self determined groups, small decision-making groups,
task oriented groups, and autonomous groups
4. **adaptation to change**
adaptive organizations, learning organizations, and systems thinking.

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Agile methodologies

Scrum is a highly adopted framework which :

● uses a short time of work called **Sprint.**

● includes daily 5 minutes meetings called **standups** and

● includes **Scrum Planning/ Review** for every begin and end of the Sprint.

● to successful work need **Backlog**, where you keep all tasks for future and **Board** where you have current tasks.

● involves 3 **roles**: Product Owner, Scrum Master and Scrum Team members.
- Role of the Product Owner is to organize a Backlog and prioritize tasks for each Sprint.
- Scrum Master takes control at meetings and help the team if they need it.
- The team chooses tasks for next Sprint. Each member chooses duties which he/she would like to do in next Sprint.

7. Lean

Lean is a method that was once used in manufacturing, the **Toyota Production System**. Despite initially being a method to minimize waste in the manufacturing process, it now refers to three wasteful practices throughout the project management process, known as Muda (wastefulness), Mura (unevnness), and Muri (overburden).

Can allow small teams to achieve more remarkable results and create valuable products **in a short time without overspending on materials.**
It also guides enterprises to adapt to changing customers' requirements.

Waste Elimination 01
02 Amplifying Learning
Deciding as Late as Possible 03
04 Team Empowerment
Building Integrity 05
06 Seeing the whole

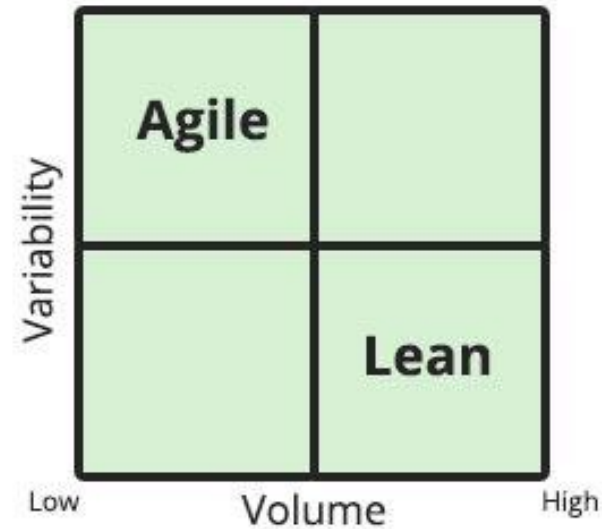projectyou.gr

7. **Lean**
avoid the 8 types of waste

- Over/Under Production,
- Waiting,
- Unnecessary Transportation,
- Over/Under Processing,
- Excess Inventory,
- Unnecessary Motion,
- Defects,
- Unused Creativity of Team Members.

7. Lean
the difference with Agile

Agile vs Lean

Agility is needed in less predictable environments when volume is low and the need for variability is high.

8. Kanban

● **Kanban** more than others styles visualized workflow.

● It cuts work on **small pieces** and directly shows the **progress** of each task.

● It's perfect for **finding a source** of problems, wasting time and things which don't work.

● It measures and well manages all the process of work so you are able to find **bottlenecks**.

● Kanban includes also a limit of the **amount of work** which you can take at once. That rule makes sure that teams won't take too much work for each cycle before they end others.

● It promotes collaboration with the client and the team, nonstop learning and finding the **best workflow.**

9. Six sigma

is a customer-driven quality management methodology focusing on **eliminating defects**.
It requires to detect non-conformities that fail to match the initially approved product requirements. And thus, it contributes to a **better quality of the project output**.
However, because Six Sigma looks into business processes minute-by-minute and produces a lot of empirical data, it **might lead to complicated and time-consuming procedures**.

Moreover, adopting its protocols often increases the overall costs for businesses. This method could function well in larger organizations and enterprises specializing in engineering, manufacturing, healthcare, marketing, etc.

DMAIC method

10. Green/Sustainable Project management

Ποια είναι η καλύτερη προσέγγιση?

Ανάλογα με :

- το είδος και τα χαρακτηριστικά του έργου
- το επίπεδο επιμόρφωσης και εμπειρία της ομάδας
- την χρονική πίεση
- την κουλτούρα διοίκησης του οργανισμού
- κλπ

Αλλά...

Όποια επιλέξουμε να την εφαρμόσουμε σωστά