FREQUENTLY USED ITTO'S

Organizational Process Assets

FREQUENTLY USED ITTO'S

Organizational Process Assets (OPA)

- Templates, procedures, policies, documents

    Risk templates, Project closure guidelines, WBS templates, Financial control procedures, Traceability matrices, Work instructions etc.

- Organization's historical database

    Risks, Risk Response Plans, Baselines, WBSs, Activities, Project Records, Project Files, Man.hours, Lessons Learned, Machine.hours, Budgets, Configuration management, Issue logs, Financial data etc.

Organizational Process Assets

FREQUENTLY USED ITTO'S

Enterprise Environmental Factors (EEF)

FREQUENTLY USED ITTO'S

Enterprise Environmental Factors (EEF)

- **Internal Factors**

  Company culture, geographic location of the organization, systems, structure etc.

- **External Factors**

  Governmental standards, Safety regulations, Quality standards, Legal restrictions, Climate etc.

Enterprise Environmental Factors (EEF)

FREQUENTLY USED ITTO'S

Assumption Log

FREQUENTLY USED ITTO'S

Assumption Log

Project ID/Name:
1801AC / Yellow Country Houses

Date Prepared:
02/02/2018

#	Date Identified	Category	Assumption/Constraint	Responsible Party	Actions	Status
1	12/09 2018	Planning	21 plasterers are necessary	Project Manager		Pending
2	11/07 2018	Planning	Hourly wage of construction workers is $14.50	Manager Cost Control		Closed
3	03/24 2018	Planning/ Executing	Necessary material can be delivered on the due date: 15/04	Joe Jackson		Closed
4	04/15 2018	Executing	Completion date: 15/03/2019	Everyone involved in the Project		Open

FREQUENTLY USED ITTO'S

Assumption Log

Assumption

➔ May contain risks
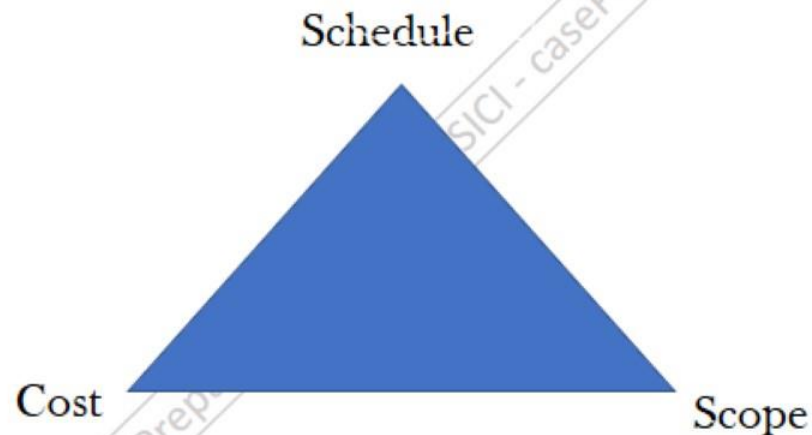
➔ Needs to be watched and managed

Assumption Log

Constraint

➔ Boundary of the project

Schedule

Cost

Scope

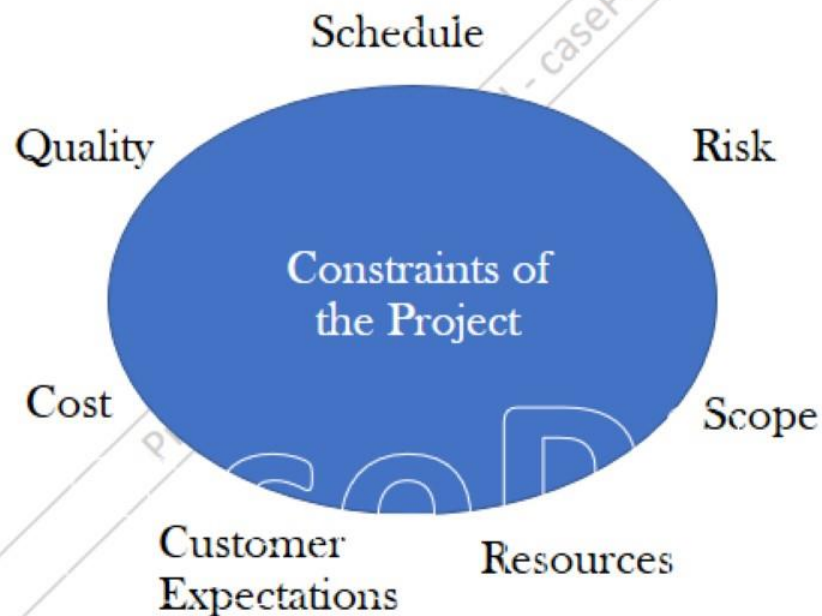Quality, Risk, Customer Expectations, Resources

If there is a change in one constraint, then its effect on other constraints should be evaluated!
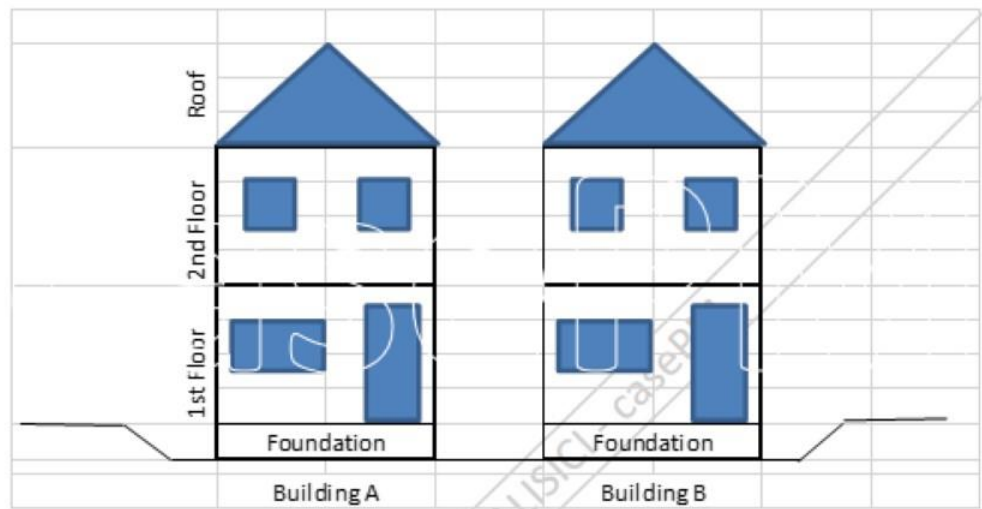
FREQUENTLY USED ITTO'S

Assumption Log

Constraint

➔ Boundary of the project

Schedule

Quality

Risk

Constraints of the Project

Cost

Scope

Customer Expectations

Resources

FREQUENTLY USED ITTO'S

Work Performance Data, Work Performance Information

and Work Performance Reports

FREQUENTLY USED ITTO'S

Work Performance Data, Work Performance Information, and Work Performance Reports

Work Performance Data

➔ Raw data

➔ No comment made on the data

Work Performance Information

➔ Processed data

➔ Comment made on the data

Work Performance Report

FREQUENTLY USED ITTO'S

Expert Judgment

FREQUENTLY USED ITTO'S

Expert Judgment

Expert Judgment

➔ Consult experts

➔ Or within the organization

PROJECT MANAGEMENT BASICS

Data Gathering, Data Analysis and Data Representation

FREQUENTLY USED ITTO'S

Data Gathering, Data Analysis and Data Representation

Data Gathering Tools and Techniques

- **Brainstorming**
- Benchmarking
- Checklists
- Interviews
- Questionnaires and Surveys
- Focus groups
- Check sheets
- Statistical Sampling

Brainstorming

➔ Every idea, criticism, discussion and analysis are accepted and people who attend this meeting try to generate creative ideas and solutions.

FREQUENTLY USED ITTO'S

Data Gathering, Data Analysis and Data Representation

Data Gathering Tools and Techniques

- Brainstorming
- **Benchmarking**
- Checklists
- Interviews

- Questionnaires and Surveys
- Focus groups
- Check sheets
- Statistical Sampling

Benchmarking

➔ Comparison of a project with a benchmark project

FREQUENTLY USED ITTO'S

Data Gathering, Data Analysis and Data Representation

Data Gathering Tools and Techniques

- Brainstorming
- Benchmarking
- **Checklists**
- Interviews

- Questionnaires and Surveys
- Focus groups
- Check sheets
- Statistical Sampling

Checklists

➔ Checking the acceptability of the repetitive activities

FREQUENTLY USED ITTO'S

Data Gathering, Data Analysis and Data Representation

Data Gathering Tools and Techniques

- Brainstorming
- Benchmarking
- Checklists
- **Interviews**

- Questionnaires and Surveys
- Focus groups
- Check sheets
- Statistical Sampling

Interviews

➔ An interview is a face to face meeting which can be performed between two or more participants.

FREQUENTLY USED ITTO'S

Data Gathering, Data Analysis and Data Representation

Data Gathering Tools and Techniques

- Brainstorming
- Benchmarking
- Checklists
- Interviews
- Questionnaires and Surveys
- Focus groups
- Check sheets
- Statistical Sampling

Questionnaires and Surveys

➔ Used for Data Gathering purposes

Data Gathering Tools and Techniques

- Brainstorming
- Benchmarking
- Checklists
- Interviews

- Questionnaires and Surveys
- **Focus groups**
- Check sheets
- Statistical Sampling

Focus groups

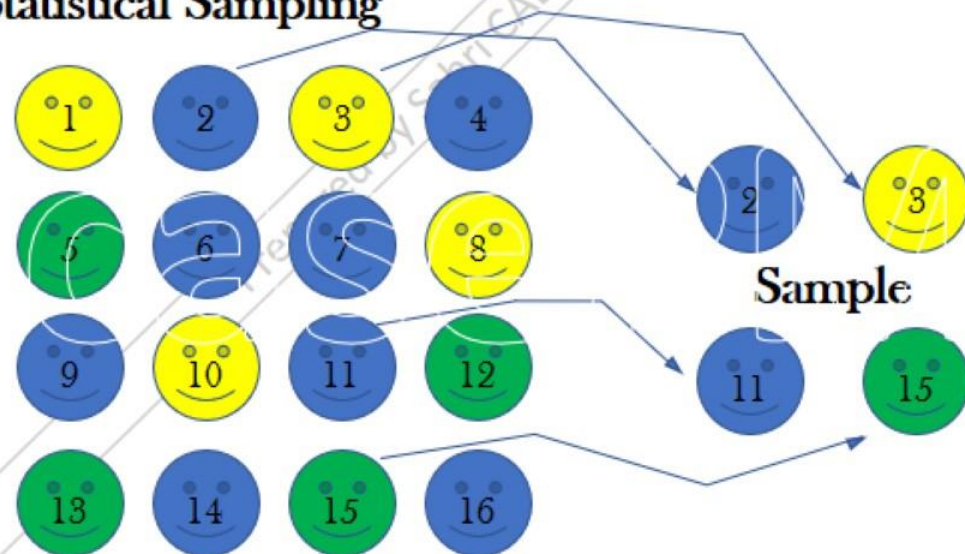➔ Selected stakeholders discuss a topic during a planned discussion

FREQUENTLY USED ITTO'S

Data Gathering, Data Analysis and Data Representation

Data Gathering Tools and Techniques

- Brainstorming
- Benchmarking
- Checklists
- Interviews
- Questionnaires and Surveys
- Focus groups
- **Check sheets**
- Statistical Sampling

Check sheets

Defect Type	Mon	Tu	Wed	Th	Fr	Total
Spray failure	I			III	II	6
Wrong color		III	I	I	II	7
Wrong part issued	I			I		2
Label is missed		I		I	I	3

FREQUENTLY USED ITTO'S

Data Gathering, Data Analysis and Data Representation

Data Gathering Tools and Techniques

- Brainstorming
- Benchmarking
- Checklists
- Interviews
- Questionnaires and Surveys
- Focus groups
- Check sheets
- **Statistical Sampling**

Statistical Sampling

FREQUENTLY USED ITTO'S

Data Gathering, Data Analysis and Data Representation

Data Analysis Tools and Techniques

- Alternatives Analysis,
- Cost-benefit Analysis,
- Earned Value Analysis,
- Root Cause Analysis,
- Trend Analysis,
- Variance Analysis,
- Document Analysis,
- Regression Analysis,
- Reserve Analysis,
- Simulation,
- SWOT Analysis.

FREQUENTLY USED ITTO'S

Data Gathering, Data Analysis and Data Representation

Data Representation Tools and Techniques

- Affinity diagrams,

- Mind Mapping,

- Flowcharts,

- Logical Data Model,

- Matrix Diagrams,

- Cause-and-Effect Diagrams,

- Histograms,

- Scatter Diagrams,

- Control Charts,

- Responsibility Assignment Matrix,

- Hierarchical Charts.

FREQUENTLY USED ITTO'S

Project Management Information System

FREQUENTLY USED ITTO'S

Project Management Information System

Project Management Information System (PMIS)

➔ Software

➔ Online systems and applications

- Configuration management system,
- Clouds for project management file storage,
- Work authorization software,
- Scheduling software,
- Time-tracking software,
- Information collection systems,
- Procurement management software

FREQUENTLY USED ITTO'S

One-point, Analogous, Parametric, Three-point and Bottom-up Estimating

FREQUENTLY USED ITTO'S

One-point, Analogous, Parametric, Three-point and Bottom-up Estimating

Estimating Techniques:

- **One-point Estimating**
- Analogous Estimating
- Parametric Estimating
- Three-point Estimating
- Bottom-up Estimating

One-point Estimating

The estimator delivers only one estimate for each activity.

FREQUENTLY USED ITTO'S

One-point, Analogous, Parametric, Three-point and Bottom-up Estimating

Estimating Techniques:

- One-point Estimating
- **Analogous Estimating**
- Parametric Estimating
- Three-point Estimating
- Bottom-up Estimating

Analogous Estimating (Top-down estimating)

Historical information is used to estimate a project's cost or duration.

Ex: Last year, we completed the construction of a building in 12 months. This year, we will construct a similar building in another city. Therefore, the total duration of our new construction will be 12 months.

Estimating Techniques:

- One-point Estimating
- Analogous Estimating
- **Parametric Estimating**
- Three-point Estimating
- Bottom-up Estimating

Parametric Estimating

Historical information is used to estimate a project's cost or duration. We make calculations.

Ex: In a previous piping project, 1,000 meters of piping cost us $10,000. Now, we have another piping project which is similar to that project. This time, the total length of piping will be 2,000 meters. Since, our cost per meter was $10 (which we calculate from $10,000 / 1,000 meters), new piping project will cost us $20,000 (which we calculate from $2,000 x $10).
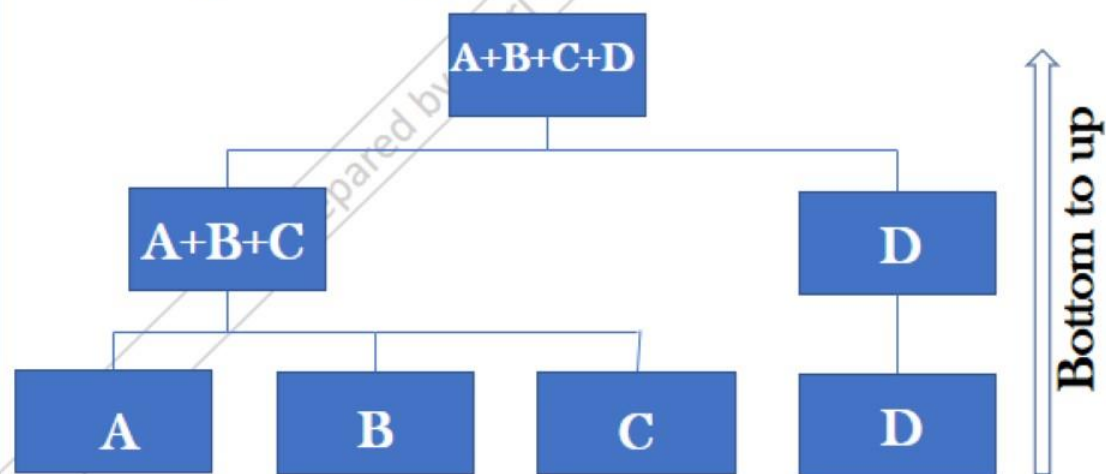
FREQUENTLY USED ITTO'S

One-point, Analogous, Parametric, Three-point and Bottom-up Estimating

Estimating Techniques:

- One-point Estimating
- Analogous Estimating
- Parametric Estimating

- Three-point Estimating
- Bottom-up Estimating

Three-point Estimating

More realistic estimations.

One-point, Analogous, Parametric, Three-point and Bottom-up Estimating

Estimating Techniques:

- One-point Estimating
- Analogous Estimating
- Parametric Estimating
- Three-point Estimating
- **Bottom-up Estimating**

Bottom-up Estimating

Bottom to up

FREQUENTLY USED ITTO'S

Decision Making

Decision Making

Decision Making

- Voting

- Autocracy

- Multicriteria Decision Analysis

FREQUENTLY USED ITTO'S

Interpersonal and Team Skills

FREQUENTLY USED ITTO'S

Interpersonal and Team Skills

Interpersonal and Team Skills

- Facilitation
- Conflict Management
- Meeting Management
- Leadership
- Influencing
- Motivation
- Emotional Intelligence
- Active Listening
- Networking
- Political Awareness
- Cultural Awareness
- Nominal Group Technique

- Observation/Conversation
- Negotiation
- Team Building

FREQUENTLY USED ITTO'S

Interpersonal and Team Skills

Interpersonal and Team Skills

Facilitation

➜ Consists of activities aiming to increase the project team's productivity.

FREQUENTLY USED ITTO'S

Interpersonal and Team Skills

Interpersonal and Team Skills

Conflict Management

➔ Aims to decrease the negative results and increase the positive results.

➔ 5 Important Conflict Management Strategies:
  - ➔ Accommodating
  - ➔ Avoiding
  - ➔ Collaborating
  - ➔ Compromising
  - ➔ Competing (Forcing)

FREQUENTLY USED ITTO'S

Interpersonal and Team Skills

Interpersonal and Team Skills

Meeting Management

➔ To ensure the efficiency, effective Meeting Management is needed.

- Meeting should have an objective

- There should be an agenda

- Only the relevant stakeholders should be invited

- Meetings should start on time, and the duration has to be known

- Stakeholders should be introduced to each other

- Someone should take notes

- Conflict Management is essential

Interpersonal and Team Skills

Leadership

➔ Skill of guiding, motivating, inspiring and influencing other people

FREQUENTLY USED ITTO'S

Interpersonal and Team Skills

Interpersonal and Team Skills

Influencing

➔ The Project manager should first listen to the stakeholders and then ensure the long-term collaboration.

Interpersonal and Team Skills

Motivation

➔ Motivated team members work efficiently.

Interpersonal and Team Skills

Emotional Intelligence

→ Influencing the emotions of others by managing your own emotions.

FREQUENTLY USED ITTO'S

Interpersonal and Team Skills

Interpersonal and Team Skills

Active Listening

➔ Active Listening is about confirming that you are listening.

FREQUENTLY USED ITTO'S

Interpersonal and Team Skills

Interpersonal and Team Skills

Networking

➜ Helps individuals to meet more people and develop the contacts.

FREQUENTLY USED ITTO'S

Interpersonal and Team Skills

Interpersonal and Team Skills

Political Awareness

➔ The politics within your organization

➔ Knowing who has the power on what

FREQUENTLY USED ITTO'S

Interpersonal and Team Skills

Interpersonal and Team Skills

Cultural Awareness

➜ Being aware of the cultural differences between the stakeholders and also the organizations.

Interpersonal and Team Skills

Nominal Group Technique

➜ Brainstorming + prioritization of the most useful ideas after a voting session.

FREQUENTLY USED ITTO'S

Interpersonal and Team Skills

Interpersonal and Team Skills

Observation/Conversation

➔ Observing a team member's work in his environment

FREQUENTLY USED ITTO'S

Interpersonal and Team Skills

Interpersonal and Team Skills

Negotiation

➔ Negotiation is needed for conducting procurements, acquiring and controlling the resources, developing your team and managing the stakeholder engagement.

Interpersonal and Team Skills

Team Building

➜ Formal and informal events to establish a better relationship between the team members.