Outline (cont’d)

- Introduction
  - Importance of thesis topic
  - Problem statement
  - Relation to the program of study
  - Thesis goals

- Literature Highlights

- Methodology
  - Tools and procedures used
  - Sample identification
  - Problems faced and limitations
  - Validity and reliability
Outline

- Results
- Conclusion
- Recommendations
  - Actions to be done
  - Further work and study
Importance of Thesis Topic

- Shipping covers more than 90% of the global trading (WTO)
- World economic crisis influence maritime transportation
- Greek-owned maritime fleet is approx. the 20% of the world fleet capacity
- Maritime and shipping have an important role for the Greek economic growth and stability
- Communication is the key to successful project management
- Competitiveness and effectiveness demand quality

IMPROVE COMMUNICATION QUALITY: A CHALLENGE IN GREEK SHIPPING COMPANIES
Problem Statement

- Communication quality in the operations sector in the Greek shipping has to be improved in order to increase shipment project success.
Relation to the MSPM

- Direct: Two of the PMBOK knowledge areas
  - Project Communication Management
  - Project Quality Management

- Indirect:
  - Managing people and teams
  - Leadership
Thesis Goals

- **Research**
  - Detect and identify factors that affect project communication quality in Greek shipping companies
  - Identify problematic areas to focus on

- **Further personal ambition:**
  - To introduce the project management philosophy into Greek maritime/shipping sector
Literature Highlights (cont’d)

- Communication definition
  - Communication process
  - Project communication – Importance
  - Communication channels
  - Communication in shipping

- Communication quality:
  - Information quality
  - Quality of medium
  - Communication channels quality
  - Barriers of effective communication

IMPROVE COMMUNICATION QUALITY: A CHALLENGE IN GREEK SHIPPING COMPANIES
Literature Highlights (cont’d)

- Communication definition
  
  “The transfer of a meaning” (Fabun, 1968)

- Communication process (Cleland & Kerzner, 1986)

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IMPROVE COMMUNICATION QUALITY: A CHALLENGE IN GREEK SHIPPING COMPANIES
Project communication – Importance

Things that communicate during a project

- Project = Organization’s strategy
- Project Scope
- Statement of Work (SOW)
- Mission
- Vision
- Risk Management Plan (RMP), Risk response etc.
- Project Plan (WBS etc)
- Project progress - status
- Changes
- Closing out- reporting-lessons learned
- ...................................................many many others!

Communication takes up 90% of a project manager's time.
Project communication – Importance

Project success = \( f \) (communication)

One of the five factors that affect project success is “effective communication among everyone involved in the project in order to coordinate action, recognize and solve problems, and react to changes” (Verzuh, 2008).

In Customer Driven Project Management (CDPM) communication is the most important tool (Barkley & Saylor, 2001).

Nearly 28% of the more than 1,000 respondents to the web poll singled out poor communications as the number one cause of project failure (CompTIA).
Communication channels

The three main communication channels in project environment (Cleland & Kerzner, 1986)

- UPWARD COMMUNICATION TO MANAGEMENT
- LATERAL COMMUNICATION TO PEERS, OTHER FUNCTIONAL GROUPS AND CUSTOMERS
- PROJECT MANAGER
- LATERAL COMMUNICATION TO FRIENDS, SOCIAL GROUP AND BOTH FORMAL AND INFORMAL ORGANIZATIONS
- DOWNWARD COMMUNICATION TO SUBORDINATES AND PROJECT OFFICE PERSONNEL

Adapted from “Engineering Team Management” by Cleland and Kerzner p.134.
Communication channels

- Calculating 2-way communication channels \((N)\)

\[ N = \frac{X(X-1)}{2}, \quad x: \sum_{\text{team members}} + \sum_{\text{stakeholders}} \]
Communication in shipping

Virtual Project Team

<table>
<thead>
<tr>
<th>On-shore</th>
<th>On-board</th>
</tr>
</thead>
<tbody>
<tr>
<td>1) Charterer</td>
<td>1) Master</td>
</tr>
<tr>
<td>2) Supply dept</td>
<td>2) Chief Engineer</td>
</tr>
<tr>
<td>3) Technical dept</td>
<td></td>
</tr>
<tr>
<td>4) Broker</td>
<td></td>
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<tr>
<td>5) Operation Manager</td>
<td></td>
</tr>
<tr>
<td>6) DPA</td>
<td></td>
</tr>
<tr>
<td>7) Agent</td>
<td></td>
</tr>
<tr>
<td>8) Cargo receiver</td>
<td></td>
</tr>
</tbody>
</table>

\[
X = 10 \rightarrow 10 \times 9 / 2 = 45 \text{ channels (at least)}
\]
Literature Highlights (cont’d)

- Communication in shipping
  - Incongruity & multiculturalism in project team
  - Linguistic problems (SMNV, SMCP, Sea-speak)
  - jghkgj
Quality: "the degree to which a set of inherent characteristics fulfill requirements" (PMBOK, 2004).

Communication quality $Q(co)$, accrues from:
- Information quality, $Q(in)$
- Quality of medium(s), $Q(me)$
- Communication channels quality, $Q(ch)$

$Q(co) = Q(in) + Q(me) + Q(ch)$
Information Quality, Q(in)

“yardstics” for measuring information quality:
- Accuracy
- Clarity
- Completeness
- Conciseness
- Consistency
Quality of communication mean, Q(me)
- Technical characteristics and supporting infrastructure → technological maturity
- Select means that satisfy current project communication needs (e.g. time, importance etc)

Quality of communication channels, Q(ch)
- Availability
- Audience
- Objectives
- Content
Literature Highlights

- Barriers to effective communication

**MACRO BARRIERS**
- Information overload
- Lack of subject knowledge
- Cultural differences
- Organizational climate
- Number of links

**MICRO BARRIERS**
- Perceptions
- Message competition
- Project jargon and terminology

IMPROVE COMMUNICATION QUALITY: A CHALLENGE IN GREEK SHIPPING COMPANIES
Methodology (cont’d)

- Survey duration: 28th March – 19th May 2010
- Tools and Procedures Used
  - Questionnaire
  - Face-to-face and telephone interviews
  - SPSS software
  - Minitab15 software
  - QuestionPro software

Questionnaire: 3 sections
  - 1st section: open-ended questions → characteristics of the sample
  - 2nd section: multiple choice → discover the level of multiculturalism
  - 3rd section: Likert Scale and Guttman Scaling (1-5)
Methodology (cont’d)

- Sample Identification
  - Greek Shipping companies listed in the GSD (710)
  - Shipping companies whose fleet is greater or equal to 9 vessels allow to exploit economies of scale (Spruyt, 1990)
  - GSD pointed out 97 from 710 companies, p=97
  - n = 35

- Problems Faced & Limitations
  - Striving not to be mislead (interviews)
  - Challenge to build trust (interviews)
  - Junk folder – many emails lost (electr. distribution)
  - Shipping companies located in Piraeus
Methodology

- Validity & Reliability
  - Confidence level @ 95%
  - F-test method examining the adequacy of the sample size
  - Voice recorder in interviews
Results

IMPROVE COMMUNICATION QUALITY: A CHALLENGE IN GREEK SHIPPING COMPANIES
## Results

### Overall Matrix Scorecard

<table>
<thead>
<tr>
<th>Question</th>
<th>Count</th>
<th>Score</th>
<th>Never</th>
<th>Rarely</th>
<th>Sometimes</th>
<th>Often</th>
<th>Very often</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Inaccuracy information</td>
<td>35</td>
<td>3.714</td>
<td></td>
<td></td>
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<td></td>
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<tr>
<td>2. Language problems, inadequate written and verbal orders' transfer</td>
<td>35</td>
<td>4.029</td>
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<td>3. Customs, traditions, religion problems</td>
<td>35</td>
<td>2.914</td>
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<td></td>
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<tr>
<td>4. Lack of training, education, skills</td>
<td>35</td>
<td>3.914</td>
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<td></td>
<td></td>
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<tr>
<td>5. Timezone difference</td>
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<td>4.371</td>
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<tr>
<td>6. Lack of honesty</td>
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<td>4.571</td>
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<tr>
<td>7. Lack of trust</td>
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<td>4.486</td>
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<tr>
<td>8. Technological problems in means of communication</td>
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<td>2.829</td>
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<td></td>
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<tr>
<td>9. Lack or delay of feedback</td>
<td>35</td>
<td>4.143</td>
<td></td>
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<td></td>
</tr>
<tr>
<td>10. System communications breakdown</td>
<td>35</td>
<td>2.171</td>
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<tr>
<td>11. Who needs what information</td>
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<td></td>
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<td>3.257</td>
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<tr>
<td>12. When do they need the information</td>
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<td></td>
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<td></td>
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<td>3.600</td>
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<tr>
<td>13. Who delivers the information</td>
<td></td>
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</tr>
<tr>
<td>14. How should the information be delivered</td>
<td></td>
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<td></td>
</tr>
<tr>
<td>15. If my message has been transferred successfully to the recipient</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>2.029</td>
</tr>
</tbody>
</table>

### Average

<table>
<thead>
<tr>
<th>Score</th>
<th>Count</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>3.514</td>
</tr>
</tbody>
</table>

---

**Lack or delay of feedback**

- Never: 20.00%
- Rarely: 40.00%
- Sometimes: 20.00%
- Often: 10.00%
- Very often: 10.00%

**Lack of trust**

- Never: 10.00%
- Rarely: 20.00%
- Sometimes: 40.00%
- Often: 20.00%
- Very often: 10.00%

**Average: 3.514**
Recommendations

- Problematic Areas to Focus on
  - Pareto analysis - Pareto Chart
  - Wilcoxon sign – rank test (verification)
Recommendations

IMPROVE COMMUNICATION QUALITY: A CHALLENGE IN GREEK SHIPPING COMPANIES
Questions

☐ Any feedback???