



# ANALYSIS OF IT PROJECTS CONCEPTS

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## AIM

To introduce and illustrate basic concepts related to project management.

## AGENDA

1	PROJECT	What is an IT Project?
2	MANAGEMENT	What does it mean to manage an IT Project?
3	LIFECYCLE	What are the stages of project management?
4	PROGRAMS	What is a program and how does it relate to projects?
5	SUMMARY	What was covered in this section?

## [DEFINITION – R. WYSOCKI]

A project is a **sequence of unique, complex and connected activities** that have an **objective or purpose** and that must be completed in a **specific time**, within the **budget** and according to the **specifications**.

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- It is any activity that as a result produces a “deliverable”
- It is an organization of work on a period of time created with the purpose of delivering one or more business products within the restrictions of **cost, quality** and **resources**.

To determine the sequence of activities it is useful to think about:

- Terms of inputs and outputs.
- What is necessary as input to start a task?
- What activities produce the outputs?

The sequence is determined taking into account:

- The output of an activity or set of activities is the input to another activity or set of activities.
- Artificial relationships between activities should be avoided. Example: Activity i will begin when Jarek returns from vacation.

The activities within a project are unique. A project never happened before, it will not happen in the future under the same circumstances.

There will always be something different each time the activities of a project are repeated.

Generally, variations will be random in nature - there are random events that can occur, that we can never be sure of when, how and what impact they will have on planning. Example: Internet is low and the communication cannot take place, Jarek got sick, ...

These random events are the challenge of project leaders.

The activities that make up a software project are not simple, they are not repetitive acts, like ordering a shelf, washing the car, painting a house. They are complex activities: design of the database, architecture design, interface design, ...

The activities are connected - there is a logical or technical relationship between pairs of activities.

There is an order in the sequence in which tasks must be performed to complete the project. They are considered connected because the output of one activity is the input of another.

There may be sets of activities that they are disconnected and thus, do not conform a project according to the definition.

The projects must have only one objective. Example: developing a billing system.

Very large and complex projects can be divided into **sub-projects**. Each of them, in itself, constitutes a project.

The division is made for a better management. It simplifies resource planning.

The division into sub-projects produces interdependence among them, adding one more level of complexity and communication.

Projects have a **completion date**.

This date can be self-imposed by the project leader or externally specified by a client or external agency.

The deadline is beyond the control of any member of the project.

Projects have **limited resources**, such as limited amount of staff, money, or computers dedicated to the project.

Although resources can be adjusted (increased or decreased) by senior management, they **should be considered fixed**.



The client expects a certain level of functionality and quality as a result of the project.


Such expectations can be:

- self-imposed by the development team - quality in the documentation of source code
- imposed by the client - the weekly report of list of sales

While the specifications are treated as fixed, they can be modified and surely they will.

Changes in specifications are also a challenge for project leaders.

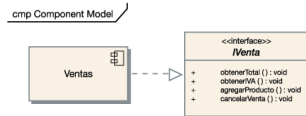
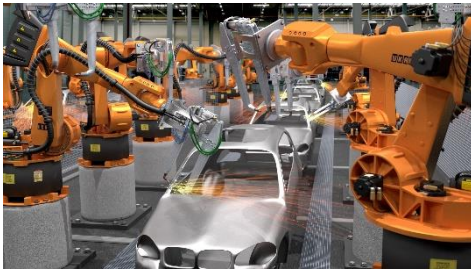
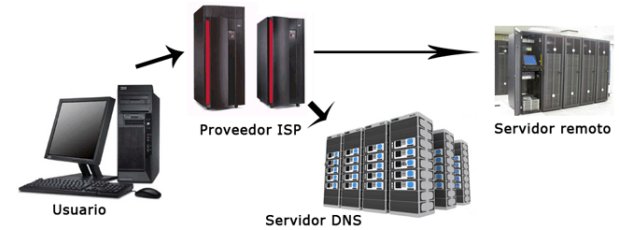
# PROJECT – EXAMPLE



**Lumosity - Brain Training**  
Lumos Labs, Inc. Educación  
Todos

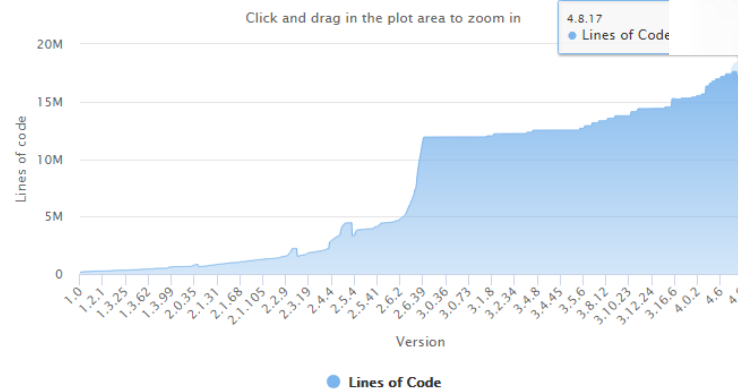
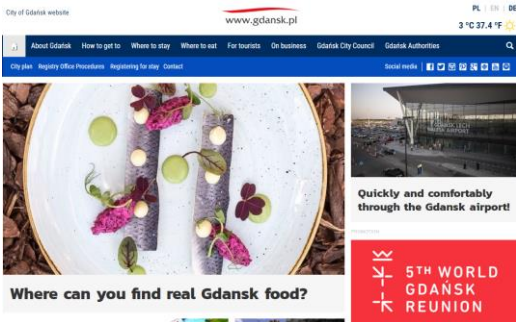


**ORACLE**  
PEOPLESOFT ENTERPRISE



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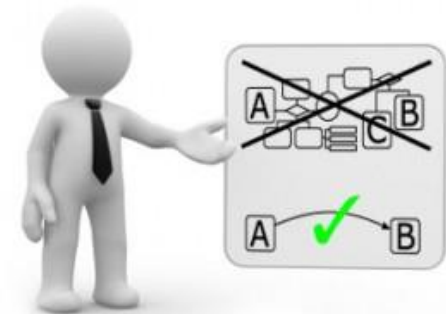
Lines of code per Kernel version

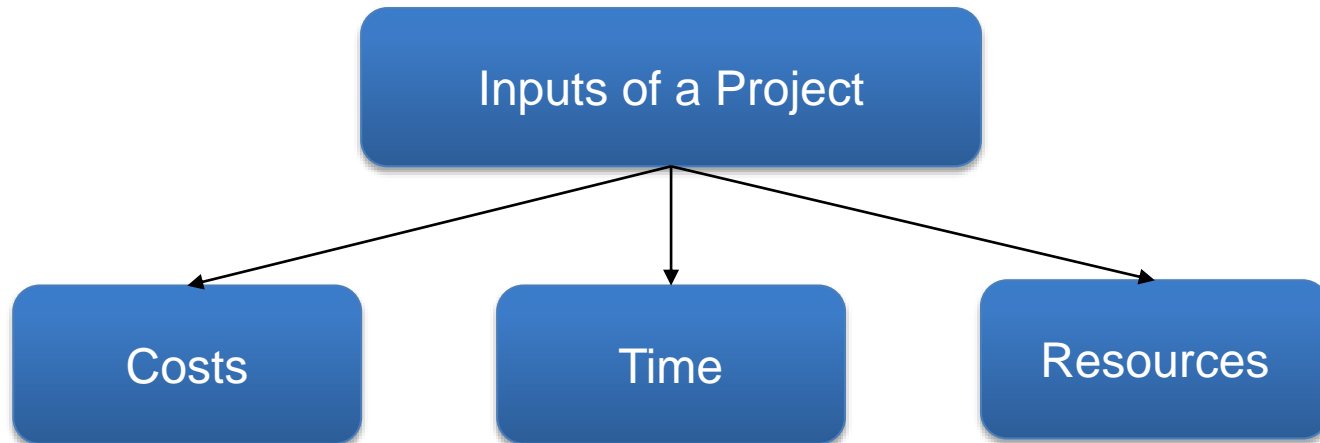
City of Gdansk website: [www.gdansk.pl](http://www.gdansk.pl)

Quickly and comfortably through the Gdansk airport

5TH WORLD GDAŃSK REUNION



- The projects have a limited scope with specific products.
- Success is measured by the budget, delivery time and products that meet specifications.
- During the execution of a project, it is about keeping the changes to a minimum.
- The project is directed and coordinated by a responsible person - leader or project manager; who manages the time, resources and budget.



## [PROJECT LEADER - DEFINITION]

It is responsible for identifying the needs of the users and managing the financial, material and human resources, to obtain the expected results in the allocated time and with the required quality.

- Project leaders coordinate the work of IT specialists and communication with interested parties.
- They are team players who motivate the staff using their knowledge and skills
- They perform detailed planning to manage the delivery of products and services.

- develop the project plan
- identify requirements and the scope of the project
- communicate and report to interested parties
- administer human and material resources
- control time
- identify and control risks
- manage costs and budget
- ensure quality
- evaluate project performance

## IT Project Manager at CROSSOVER – Job description for filling the position

The IT Project Manager position is responsible for implementing client facing and internal technical projects. The primary deliverables are initiating and delivering multiple projects in parallel and in collaboration with clients and internal technical staff.

This is what IT Project Managers do on a daily basis:

- Establish project plans using the Company's defined workflow and best practices.
- Initiate projects with internal stakeholders to gather the information necessary to build the plan and budgetary estimates.
- Direct customer engagement coordinating project needs driving all deliverables for successful project delivery.
- Adapt at leading projects and programs using frameworks such as Modified Waterfall and Scrum.
- Review of all assigned projects activities, ensuring schedules that auto-generated client facing communication are up to date.

*Ref: <https://www.indeed.com/jobs?q=it%20Project%20Leader&l&vjk=3b1b07ad8c121717>*

There are five restrictions that operate on a project:

- scope
- quality
- resources
- cost
- time

They are interdependent - a change in one, implies a change in the others.

## [DEFINITION]

It is a statement that defines the limits of the project. It says what it will be done, but implicitly it also says what it will not be done.

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- It is critical that the scope is correct.
- The scope can change.
- In the event of a change to the scope, detecting it and deciding how to accommodate the project plan is a challenge facing the project leader.



There are two qualities to be considered:

- 1) product quality
- 2) quality of the process

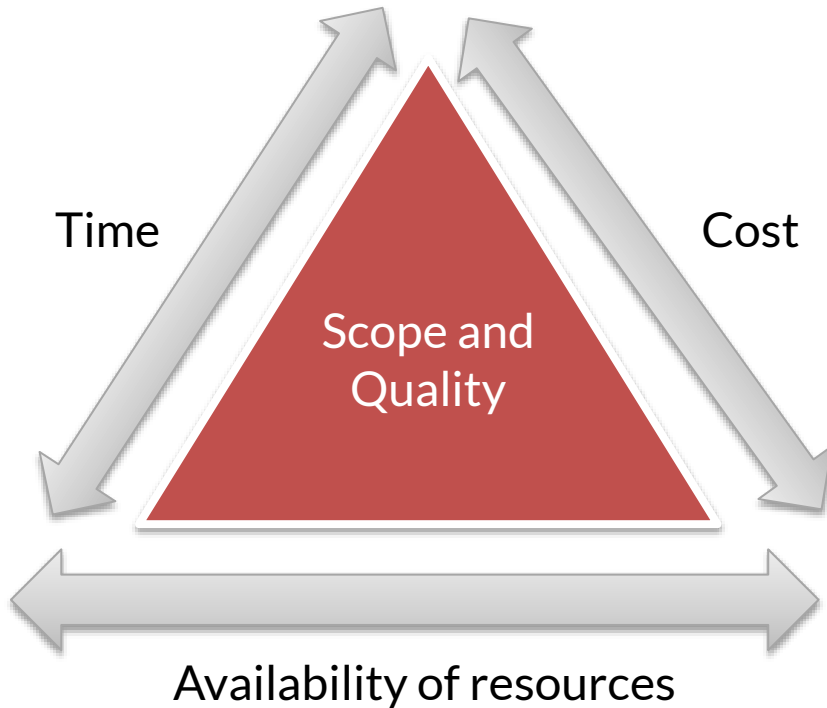
## [DEFINITION]

They are assets, such as people, equipment, physical facilities, or artefacts necessary for the realization of a project.

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- They have limited availability, their use can be planned, or they can be contracted to a third party.
- Some are fixed and others are long-term variables.
- They are core to the planning of project activities and to the orderly completion of the project.
- For software development projects, people are the most important resource.

# PROJECT MANAGEMENT TRIANGLE



Projects are dynamic systems that must be kept in balance.

**Time** - is the time window in which the project must end.

**Cost** - is the budget available to complete the project.

**Resource** - is any input or consumable used in the project - people, equipment, office, paper, ...

They are controlled by the project leader and need to be identified independently.

# BALANCE OF THE PROJECT TRIANGLE

Any unforeseen event makes the project unbalance. Examples:

- one less resource
- one new requirement.
- changes to the scope

Who controls what?

Project leader	<ul style="list-style-type: none"><li>○ Use of resources</li><li>○ Work schedule</li></ul>
Management	<ul style="list-style-type: none"><li>○ Level of resources</li><li>○ Costs</li></ul>
Client	<ul style="list-style-type: none"><li>○ Scope</li><li>○ Quality</li><li>○ Delivery dates</li></ul>

**Scope Shift** - any change in the project that was not in the original plan.

It is the responsibility of the project leader to accommodate the project to take into account the changes.

**Shift of Hope** - informing that there are no delays, so not to give bad news, thinking that for the next task report it can be recovered.

It is the responsibility of the project leader to check if the progress reports are true.

Project leaders can perform random controls.

**Effort shift** - is the result of the work of team members, which do not represent progress proportional to the work accomplished.

For example, every week the progress report shows progress but the work never ends.

**Feature Shift** - happens when team members arbitrarily add features to the system that they think the user would like to have, but were not requested by the user.

The approach seems innocent. It is? What happens then with

- test cases,
- test data,
- system documentation,
- training program?

# PROJECT CLASSIFICATION

- 1) Duration
- 2) Risk
- 3) Complexity
- 4) Business Value
- 5) Cost

# CLASSIFICATION – EXAMPLE

TYPE	DURATION	RISK	COMPLEXITY	TECHNOLOGY	PROBLEMS
A	> 18 months	High	High	Advanced	For sure
B	9-18 months	Medium	Medium	Current	Highly probable
C	3-9 months	Low	Low	Best of type	Some
D	< 3 months	Very Low	Very Low	Practical	None



## Not paying too much attention to ...

- ✓ Business case
- ✓ quality
- ✓ deliverables definition and assessment

## Inadequate...

- ✓ definition of responsibilities
- ✓ resource planning and coordination

## Poor estimation of...

- ✓ time
- ✓ costs

## Lack of...

- ✓ communication with stakeholders
- ✓ stakeholder commitment
- ✓ quality assessment
- ✓ progress control

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## [DEFINITION – PROJECTS IN CONTROLLED ENVIRONMENT (PRINCE)]

It is the planning, delegation, monitoring and control of all aspects of the project and the motivation of the participants to achieve the objectives of the project within the expected performance objectives in terms of time, cost, quality, scope, benefits and risks.



Ref: <https://www.prince2.com/uk>

## [DEFINITION – PROJECT MANAGEMENT INSTITUTE]

Project management is the application of knowledge, skills, tools and techniques to project activities to meet project requirements.

Project management is achieved through the use of processes such as: initiate, plan, execute, control and close.

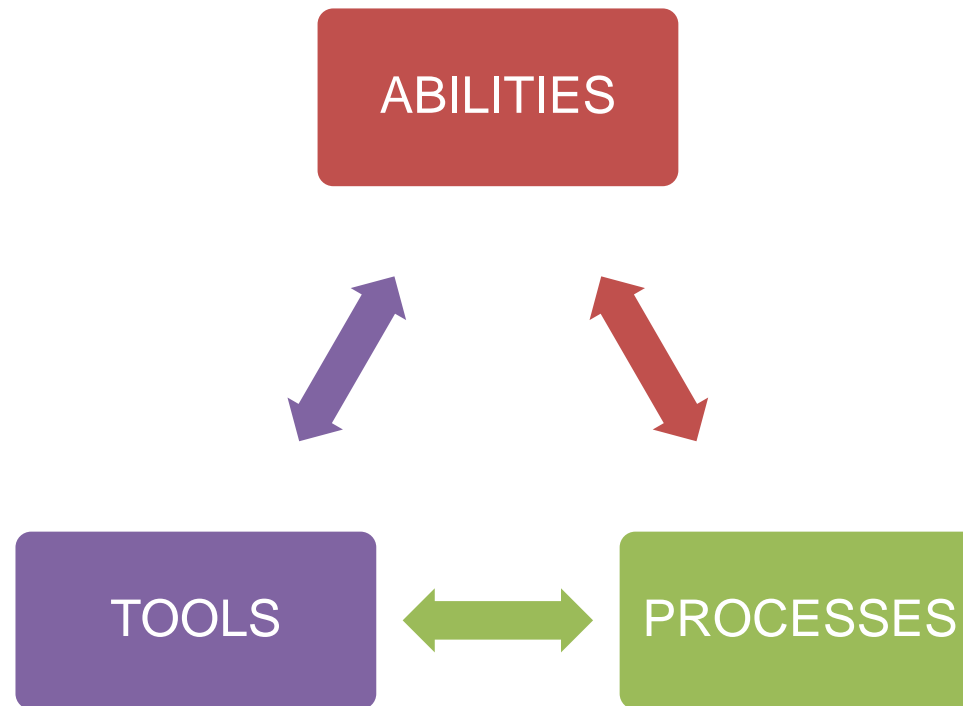
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Ref: <http://www.pmi.org/>

## [DEFINITION – METHOD 123]

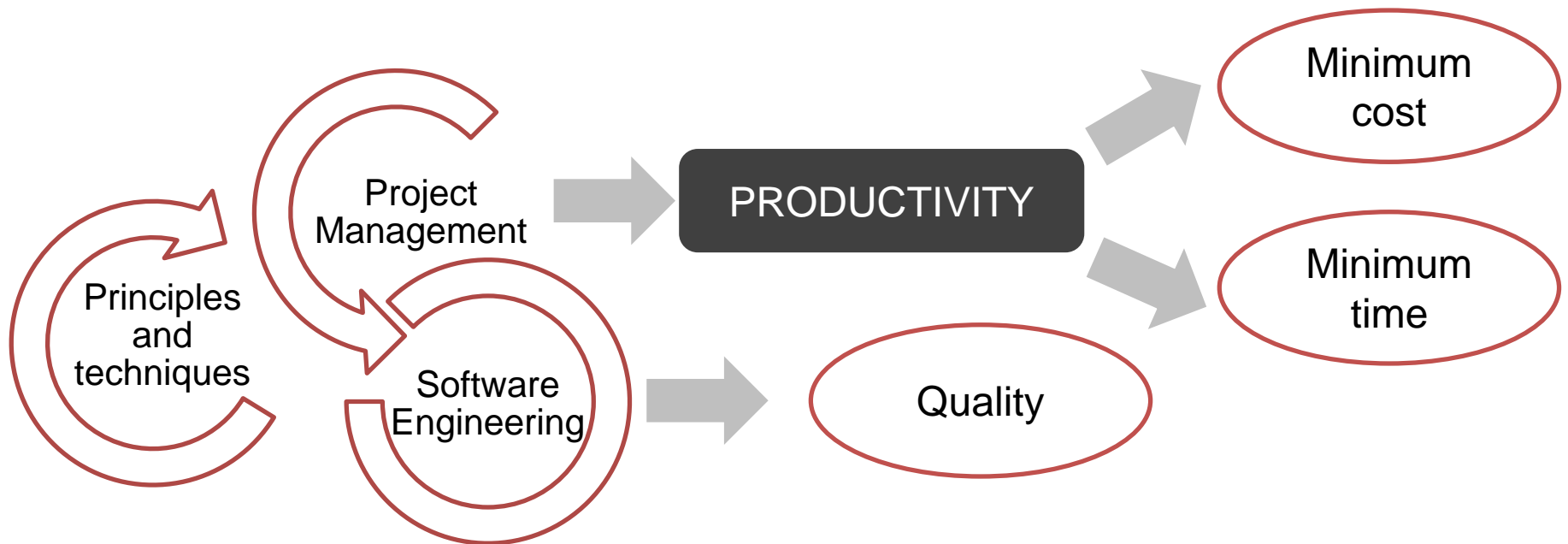
It is about the skills, tools and management processes necessary to carry out a successful project.



Ref: <http://www.method123.com/>

# SOFTWARE PROJECT MANAGEMENT

The objective of managing a software project is to apply good principles and techniques of project management and software engineering so that the product is delivered at minimum cost, minimum time and with good quality.



In 2018, “9.9% of every dollar is wasted due to poor project performance— that’s \$99 million for every \$1 billion invested”.

“Only 58% of organizations fully understand the value of project management. The importance of fully valuing project management cannot be emphasized enough; organizations that undervalue project management as a strategic competency for driving change report an average of 50% more of their projects failing outright.”

93% of organizations report using standardized project management practices. reduces risk and leads to better outcomes, particularly when the use of these standardized practices are used throughout the organization.

Ref: PMI, Pulse of the Profession 2018, <https://www.pmi.org/-/media/pmi/documents/public/pdf/learning/thought-leadership/pulse/pulse-of-the-profession-2018.pdf>

- High level of innovation
  - Complexity
  - Ambiguous requirements
  - Lack of necessary skills
  - Immature tools and techniques
- Comply with government regulations
  - Meet deadlines
  - Deal with suppliers
  - Report to high authorities
  - Retain qualified personnel
  - Manage personnel with different levels of productivity
  - Manage distributed teams in different locations
  - Manage multi-cultural and multi-lingual environments.



- Projects always need to be managed to succeed
- The project is a finite process with a defined beginning and end
- It requires a sincere commitment from all stakeholders
- Training is usually required.

## TOP DRIVERS OF PROJECT SUCCESS

Champion organizations realize the right project, program, and portfolio management practices give them a competitive edge. But there's always more that can—and should—be done. For the past six years, we have been conducting additional research to determine which factors have the most impact on project success. Based on a rigorous statistical analysis, three things rise to the top when it comes to helping organizations save millions of dollars:

1. Investing in actively engaged executive sponsors
2. Avoiding scope creep or uncontrolled changes to a project's scope
3. Maturing value delivery capabilities

Ref: PMI, Pulse of the Profession 2018, <https://www.pmi.org/-/media/pmi/documents/public/pdf/learning/thought-leadership/pulse/pulse-of-the-profession-2018.pdf>

- Form groups
- Access the online resource at:
  - <https://www.pmi.org/-/media/pmi/documents/public/pdf/learning/thought-leadership/pulse/pulse-of-the-profession-2018.pdf>
- Read Appendix A, Section 1 – Global Total (pp. 21-27)
- Identify the 3 most relevant facts and explain why do you consider those facts relevant.



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# PROJECT STAGES

- 1) Definition
- 2) Planning
- 3) Execution
- 4) Control
- 5) Closure



Ref: <https://www.smartsheet.com/blog/demystifying-5-phases-project-management>

One of the first tasks is to define the work that needs to be done in the area of responsibility.

It is a preliminary and important phase of the project life cycle.

The project leader and the client agree on several important aspects of the project.

The definition stage sets the scope of the project.

Regardless of the methodology, the project leader must answer five questions:

- 1) What is the problem or opportunity to be solved?
- 2) What is the aim of the project?
- 3) What goals must be met to reach the aim?
- 4) How will you determine if the project has been successful?
- 5) Is there any risk, challenge or obstacle that can affect the success of the project?

Ideas against:

- It is a waste of time !
- It is made and stored on a shelf.
- It becomes obsolete quickly.

The project plan is indispensable.

The plan suggests alternative approaches, timelines, and required resources, for which the project leader must select the best alternative.

The plan is dynamic. Expect changes!



There are three main benefits associated to project planning:

- Reduces uncertainty - it allows to assessing the facts and taking the necessary corrective actions.
- Increases understanding – enabling clarifying goals and objectives.
- Improves efficiency – enabling planning to take advantage of the availability of resources. Thus, planning to conduct tasks in parallel or concurrently.

The plan also allows to measure the planned work versus the work accomplished.

Executing the plan is equivalent to authorizing staff to carry out the tasks defined by their respective jobs.

Each member of the team knows what to do, how to perform the job, and when the work is finished.

The execution of the project plan involves 4 stages:

- 1) identify specific resources required to perform the activities defined in the plan
- 2) assign people to activities
- 3) plan tasks with specific start and completion dates
- 4) launch the plan

As part of the planning, an initial schedule is created. Such schedule must specify:

- what should be done in the project
- when each task must be done
- who is responsible for executing the task
- what deliverables are expected as a result of the completion of the project.

No matter how cautious the group, the project will never go according to the plan.

Tools should be available for showing progress, and even for detecting potential problems.

Closure is a formal means of showing the completion of a project with the results delivered to the client.

From the resource management perspective, it means releasing them and assigning them to other tasks.

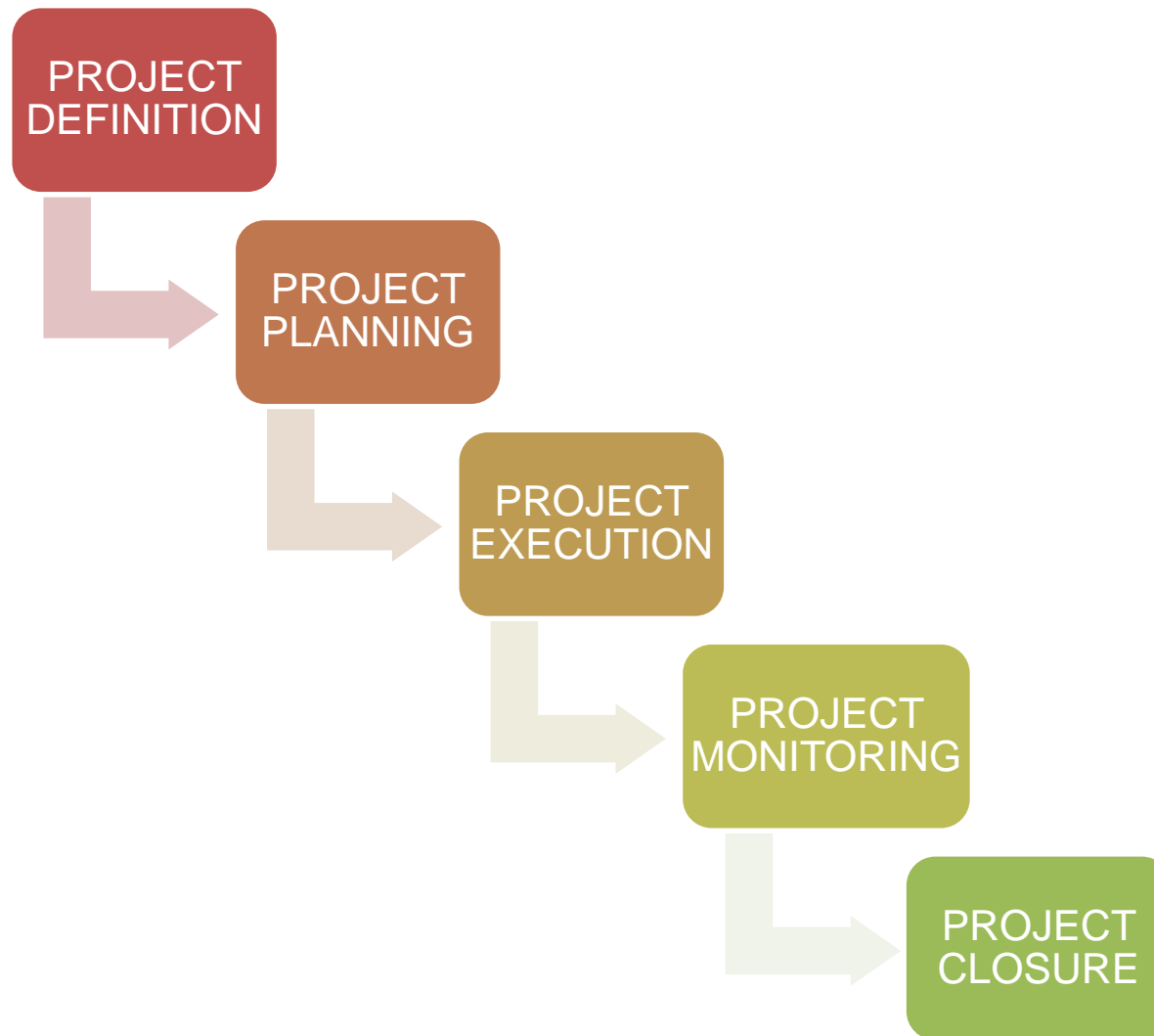
The closure stage shall server for evaluating everything that happened in the project and for documenting it and using it in future planning.

A good project closure, provides answers to the following questions:

- Do the deliverables conform the expectations of the users?
- Do the deliverables conform the expectations of the project leader?
- Did the team finish the project according to the plan?
- What information was collected that will be useful for other projects?
- How did the project management methodology work and how was it followed by the team?
- What lessons have been learned from this project?

Many times, the project closure is not done and the project leader is pressed to start with a new project.

# PROJECT LIFECYCLE



# 1 – PROJECT DEFINITION

- Formulate the problem / opportunity
- Establish the goal of the project
- Define the objectives of the project
- Identify the critical success factors
- List assumptions, risks, barriers

Each project has an aim - agreement between the client and the project leader about what is to be delivered.

The aim is limited by a number of goal statements.

The goals clarify the imprecision of the aim statement.

(Aim, goals) = define the scope of the project.



The main deliverable of the project definition stage is the Project Overview Statement (POS). It includes:

- Statement of the problem
- Aim and goals
- Critical Factors of Success (CSF)
- Assumptions-Risks-Barriers.

It must be 1 page and may have attachments. It clearly specifies what is going to be done.

# POS – TEMPLATE EXAMPLE

## Project Overview Statement

PROJECT OVERVIEW STATEMENT	Project Name:	Project Sponsor:	Project Manager:
Problem/Opportunity:			
Goal:			
Objectives:			
Success Criteria:			
Assumptions, Risks, Obstacles:			
Prepared by:	Date:	Approved by:	Date:

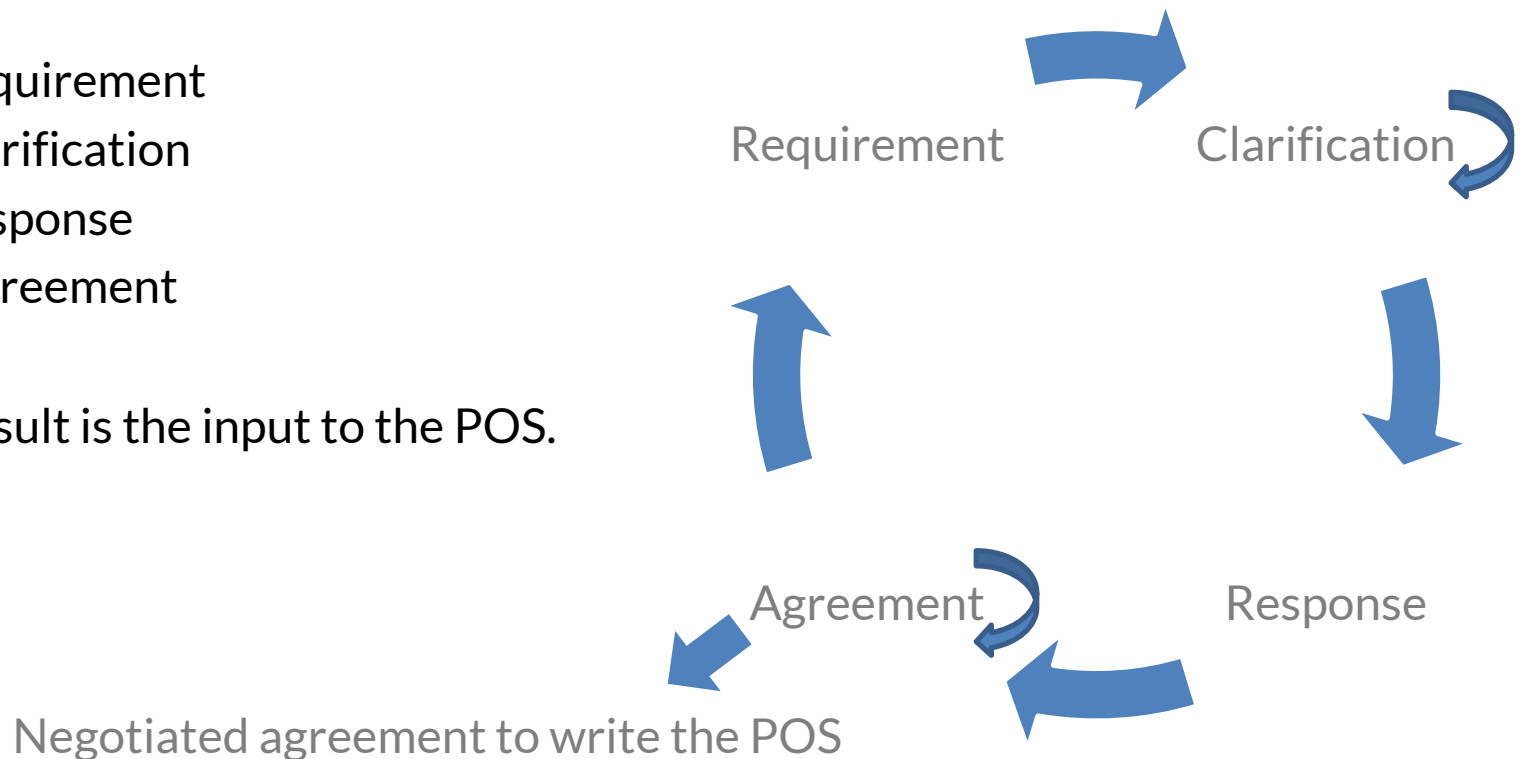
# PROJECT DEFINITION – INITIAL STEPS

Based on a client's request or the assignment of the specific task, the project leader develops an initial project proposal known as Satisfaction Conditions

The process for developing the initial proposal comprises four stages:

- 1) Requirement
- 2) Clarification
- 3) Response
- 4) Agreement

The result is the input to the POS.



The POS is a short document that specifies concisely:

- what is going to be done in the project,
- why is it going to be done,
- what commercial value will have for the company

It serves for the management to approve the project and authorize the needed resources.

It is studied by a committee or by the person responsible for assigning priorities and decide what projects will be carried out.

It is used for defining the base and references for planning.

# DEFINING THE PROJECT AIM

The intention is to give an idea of the value of the project in such a way that the senior management decides to continue reading.

Every project has a single aim, which gives the purpose and direction to the project.

The aim defines the final result in such a way that everyone understands what is going to be done.

It must be short and concise. It should not contain dates.

If the project leader is forced to include early estimates, he/she should precisely record that the dates will be corrected when a greater understanding of the work to be done is obtained.

# DEFINING THE PROJECT GOALS

They are a detailed decomposition of the aim.

They constitute a set of necessary and sufficient objectives to be achieved.

Every goal must be completed to achieve the aim, no goal is superfluous.

It is important to keep in mind that they are the current objectives for the project.

Permanently, check whether they are within the scope of the project or not.

A goal statement should include:

- an **output** - a statement of what is going to be done.
- a **time frame** - the expected date of completion.
- a **measure** - metrics that will measure success.
- an **action** - how the goal will be achieved.

# SMART GOALS

Goals should be **SMART**:

**Specific** - be specific in aiming the goal

**Measurable** - establish a measurable indicator of progress

**Achievable** - assign the goal to a person to complete it

**Realistic** - specify what can really be done with the available resources

**Time-bounded** - specify the time needed to achieve the goal



Critical success factors should specify:

What should happen to the client and the project team to claim that the project was successful?

They provide a basis for senior management to authorize resources for conducting a detailed planning.

It is essential that the factors are measurable and quantifiable, and as far as possible expressed in terms of business value.

The aim of defining critical success factors is trying to sell the idea to the decision-makers.

Once the POS is complete, it is sent to the management for approval.

The POS should be self-explanatory. Despite this, the management could consult with the project leader .

The approval of the POS serves for three audiences:

- senior management – to assign resources
- client – to ensure that the project is clearly defined
- the team – to ensure that the project is clear to senior management and the client

It is an approval to make the detailed plan.

The final approval of the project is made after analysing the detailed plan.

Main project team members include managers, IT professionals, and probably the client:

- **Project Leader (PL) or Project Manager (PM)** - an important role in the approval
- **User Managers** - managers of human resources who will participate in the project
- **Process / Function Managers** - managers within the project context (receive-send)
- **Client** - can play several roles, up to the project leader role
- **Senior Management** - the support of senior management can be critical.

The team members of the project can be potential members of the development team.

## 2 – DETAILED PROJECT PLANNING

- Identify project activities
- Estimate the duration of the activities
- Determine resource requirements
- Build and analyse the project plan
- Prepare the project proposal

The project plan is a description of events that are going to happen.

It is a **model** of the project.

When an event occurs, the model is affected, and it can be modified to show how the next events will happen.

As the project plan is a model, it can be used to test alternative strategies to redirect future events.

Some issues to take into account when there is a need to reformulate the plan:

- If an activity ends before or after the scheduled date, can resource planning be adjusted for subsequent activities according to this fact?
- If one or more activities end up delayed, can project resources be reallocated to restore the original project planning?
- How can the project leader simultaneously solve both issues - to compress the project planning and to avoid conflicts of resource allocation?
- How can resources be re-assigned from one project to another, without affecting the planning of both projects?

The deliverable of the detailed project planning stage is the project proposal that includes:

- a detailed description of each activity
- the resources required to complete each activity
- the estimated start and completion dates of each activity
- the estimated cost and the date of completion of the project.

In some organizations, the detailed project planning also includes:

- feasibility study
- statements of impacts on the environment
- cost-benefit analysis
- analysis of alternatives, ...

# 3 – PROJECT EXECUTION

- Recruit and organize the project team
- Establish the operating rules for the team
- Ensure similar level of project resources
- Plan work packages
- Document work packages



In this stage, the project team is built. It is important to eliminate the idea that a single person will be responsible for the success (or failure) of the project.

The composition of the team goes beyond functional boundaries of the organization. Team members can functionally depend on different areas.

The participation of some key members may have been defined in the previous stage.

In this stage, the team led by the project leader, establishes the team rules, reporting requirements, and project control meeting.

# 4 – PROJECT MONITORING

- Establish progress reporting system
- Install change control tools / processes
- Define the process to escalate problems
- Monitor the progress of the project versus the plan
- Review project plans

**Project status reports** will be defined, which will be used to monitor the progress of the project. Some will be used by the team and others will be delivered to management and the client.

**Change management** plays an important role in this stage. Change requirements can cause a part of the project to be re-planned.

When a change request is received, it must be checked if it affects the planning of the project.

If **problems affecting the completion dates** of activities occur, then the procedure to escalate these situations must be defined.

# 5 – PROJECT CLOSURE

- Install the deliverables
- Archive final reports and documentation
- Run a post-installation audit
- Celebrate!!! (Take a vacation)

There are variations to this project lifecycle:

- **Definition, planning, execution** - it is for one or two people. There is no interest in control. It serves to plan and have an idea of times. Similar to a list of tasks.
- **Definition, planning, execution and monitoring** - launch the project is only 50%. The control is a mechanism to anticipate problems and take the necessary corrective measures.
- **Definition, planning, execution, monitoring and closure** - the smartness of the project leader will make all team members want to learn from the experience of the project that ended.

In addition to the product and process quality, the quality of the project management must be taken into account.

There are several models. Each organization chooses the one it considers appropriate. They are above project management and usually the results of the application of the models give rise to new projects.

In addition, for each project, a risk analysis must be carried out.

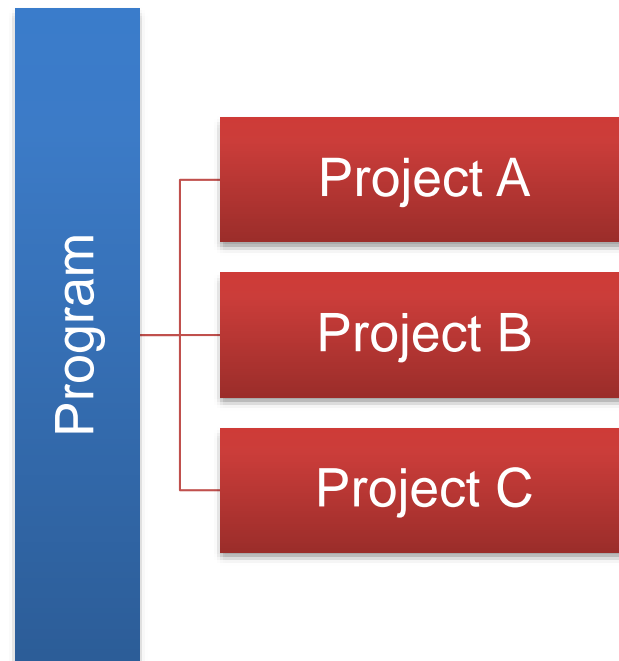
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- Key mechanisms used by organizations to manage their agendas
- Program Management and Project Management are complementary





- It is a group of related projects that are managed in a coordinated manner to obtain benefits.
- Deals with outcomes.
- It provides an umbrella under which projects can be coordinated.
- Integrates projects so that it can produce a result greater than the sum of project parts.

Analysis of:

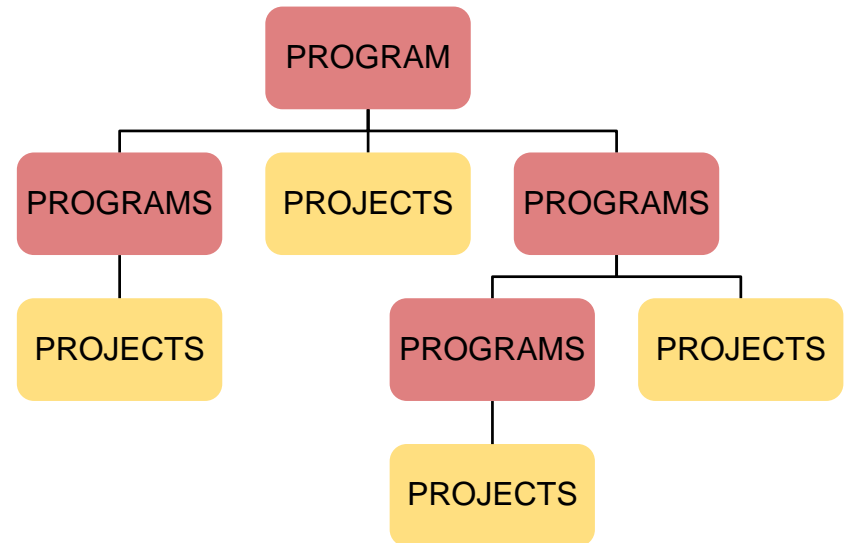
- 1) Project features
- 2) Program features

- The projects have a limited scope with specific products
- The project manager tries to keep the change to a minimum
- Success is measured by the budget, delivery time and products that meet the specifications
- Leadership style focuses on the delivery of tasks and oriented towards meeting the criteria of success
- Project managers manage IT professionals, specialists, etc.
- Project managers are team players who motivate staff by using their knowledge and skills
- Project managers perform detailed planning to manage the delivery of products and services

- Programs have a wide scope that can be changed to meet the expectations of benefits
- Program managers should expect changes and even accept them
- Success is measured in terms of return on investment (ROI), new capabilities and benefits for the organization
- Program managers should facilitate and manage the political aspects of stakeholder management
- Program managers manage project leaders
- Leadership style focuses on relationship management and conflict resolution
- Program managers are leaders who provide vision and leadership
- Program managers create high-level plans that provide guidance to projects

A program links projects in several ways:

- Interdependencies of tasks between projects
- Limitations of resources through multiple projects
- Risk mitigation activities
- Escalation of problems, scope changes, quality, communication management, risks,



## AIM

To introduce and illustrate basic concepts related to project management.

## AGENDA

1	PROJECT	What is an IT Project?
2	MANAGEMENT	What does it mean to manage an IT Project?
3	LIFECYCLE	What are the stages of project management?
4	PROGRAMS	What is a program and how does it relate to projects?
5	SUMMARY	What was covered in this section?

- PROJECT- is a sequence of unique, complex and connected activities that have an objective or purpose and that must be completed in a specific time, within the budget and according to the specifications
- RESPONSIBLE - leader, manager
- PARAMETERS - scope, quality, cost, time and resources
- CLASSIFICATION - risk, commercial value, length, complexity, cost
- CAUSES OF FAILURE

- PROJECT MANAGEMENT - It is the planning, delegation, monitoring and control of all aspects of the project and the motivation of the participants to achieve the objectives of the project within the expected performance objectives in terms of time, cost, quality, scope, benefits and risks
- RELEVANCE - high percentage of failures
- CHALLENGES - related to the products to be delivered and the process
- PRINCIPLES OF GOOD MANAGEMENT - management, completion, commitment, training



- LIFE CYCLE - definition, planning, execution, control, termination
- DEFINITION - produces the POS for its approval
- DETAILED PLANNING - defines the activities to be done, the needed resources and the time schedule
- EXECUTION – builds the team, defines rules, plans and documents work packages
- MONITORING - establishes reporting system, tools for change management, monitors progress, reviews project plans, and escalates important issues
- CLOSURE – summarizes lessons learnt for future projects
- POS - the relevance of the document relies on clearly defining the agreement with the client and for being a tool for the senior management for approving the detailed planning

- A program is group of related projects that are managed in a coordinated manner to obtain benefits.
- A program integrates related projects focusing on producing outcomes.
- Program and Project Management are complementary approaches.

## REFERENCES

- *Effective Project Management: Traditional, Agile, Extreme*, 7th edition, Robert K. Wysocki, Robert K. – chapters 1 y 2
  - Otras references included in the slides
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## ADDITIONAL READING

- *The State of Project Management - Annual Survey 2016*, Wellington Project Management , <http://www.wellingtone.co.uk/wp-content/uploads/2016/01/The-State-of-Project-Management-Survey-2016.pdf>
- Success in Disruptive Times, PMI Pulse of the Profession 2018 8<sup>th</sup> Global Project Management Survey, <https://www.pmi.org/-/media/pmi/documents/public/pdf/learning/thought-leadership/pulse/pulse-of-the-profession-2018.pdf>

**Muchas gracias!**

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