



Instituto Superior Técnico

Gestão de Projetos Informáticos

DM4iRetail – 4ª Entrega – 27 de Novembro de 2015

Turno: 5ª 17h30 – Prof. Alberto Silva

Grupo 2

Tiago Nascimento, nº70493

Artur Fonseca, nº 75456

Miguel Cruz, nº 76102

D5

Accomplishments since project start

- **Startup:** Charter definition, Kick-off meeting, Team definition, planning meetings, plan approved (100%)
- **Control:** Control and re-planning (3% complete)
- **Requirements specification:** Requirement analysis (60% complete)

Milestones expected to be reached until 31 December

- Requirements approved
- Tests Approved

Current status of project performance

- **Schedule:** the specification of the ERP interfaces introduced a 4 day delay, and the time it took to have the kickoff meeting added a 3 day delay; in the future, the implementation of the extra module may delay the project another 15 working days (3 weeks).
- **Cost:** the specification of the ERP interfaces had an increase of € 1728 in the costs, due to the extra work done during the 4 days. In the future, the implementation of the extra module may increase the cost of the project by € 6480.
- **Work:** the scope of the work packages Conception was increased to fit the specification of the ERP interfaces.

Risk assessment update:

R2 – Probability decreased from HI to MED

R3 – Probability increased from LOW to MED

R9 – Probability increased from MED to HI, leading to an impact increase to High

R14 – Added to the risk register

R15 – Added to the risk register

The remaining risks were not changed.

PROBABILITY	VHI - 0.9				
	HI - 0.7				R14
	MED - 0.5			R3,R9	R2
	LOW - 0.3				R15
	VLO - 0.01				
		VLO - 0.05	LOW - 0.1	MED - 0.2	HI - 0.4
		CONSEQUENCE			
					VHI - 0.8

Request for change:

NAME OF PROJECT: DM4iRetail

Submitted by: ProjectManager **Date:** 1/12/2015

Response until: 8/12/2015

Description: Develop an additional ERP integration module

Effect on Project Goals: Do not change

Priority of change: High

Risks if implemented: More bugs may appear, increase budget (R3), schedule delay (R9)

Risks if not implemented: ERP may not be compatible with DMiRetail (R6), Client disappointment (R5)

Impact of staffing: Full allocation of Integration team for 3 weeks

Impact of cost: € 6.480 (the costs associated with the extra work made by the integration team during the 3 weeks)

Impact of schedule: More training hours, 3 weeks delay

Impact of quality: Improved quality

Reviewed by: Project Owner

Decision (Approved, Rejected, More information):_____

Reviewed by: Project Sponsor

Decision (Approved, Rejected, More information):_____

Date to implement: 18/12/2015

Plan corrective actions:

- The 10 days the finance team leader and the pilot coordinator when they may be gone will be compensated in the duration of the integration activity, increasing it from 50 days to 60 days, but decreasing the allocation of the working team (IE Team Leader and the specific resource Miguel Cruz) from 100% to 83% to maintain the same amount of hours worked.

#	Nome	Descrição:	Type Measure	Measure	Probability	Consequence	Impact	Owner
R2	Badly formed Requirements	The requirement specification may have ambiguous, misleading, low detail requirements	Avoid	Meetings with Team Leaders and PMs from both companies until they reach agreement on the level of detail.	MED	VHI	High	Supplier PM
R3	Budget exceed	The final cost of the project may surpass the accepted budget	Accept (w/ Provision)	Reserve 70.000€ for risk	MED	HI	Medium	Supplier PM
R9	Schedule delay	The defined schedule may be delayed by some incidentals	Accept (w/ Provision)	Delay the dependent tasks or use the slack times.	HI	HI	High	Supplier PM
R14	Delay in equipment acquisition	The iRetail technical leader reported that there are delays in the equipment's acquisition.	Transfer/Sharing	Make a contract with the company that supplies equipment making them pay for everyday delay	HI	VHI	High	Supplier PM
R15	Finance TL and Pilot coord. not available	They are unavailable for critical meetings	Mitigate	Schedule the meetings having in account their vacations period	LO	VHI	High	Supplier PM

WBS	Nome	Data Inicio	Data Fim	Duração	% Estatuto	Recursos Atribuidos
1	DMARetail Gr#2	16/11/2015	08/07/2016	169 dias	5	
1.1	Project Management	16/11/2015	13/05/2016	129 dias	10	
1.1.1	Start-up	16/11/2015	25/11/2015	8 dias	100	
1.1....	Charter definition	16/11/2015	16/11/2015	1 dia	100	
1.1....	Kick-off meeting	20/11/2015	20/11/2015	1 dia	100	Project Manager [100%], BE Team Leader [100%], IE Team Leader [100%]
1.1....	Team definition	23/11/2015	23/11/2015	1 dia	100	Project Manager [100%]
1.1....	Planning meetings	24/11/2015	25/11/2015	2 dias	100	Project Manager [50%], BE Team Leader [100%], IE Team Leader [100%]
1.1....	Plan approved	25/11/2015	25/11/2015	0 dias	100	
1.1.2	Control	26/11/2015	18/04/2016	102 dias	3	
1.1....	Control and replanning	26/11/2015	18/04/2016	102 dias	3	Project Manager [50%]
1.1.3	Close	09/05/2016	13/05/2016	5 dias	0	
1.1....	Team feedback	09/05/2016	10/05/2016	2 dias	0	Project Manager [50%], IE Team Leader [100%], BE Team Leader [100%]
1.1....	Project report	11/05/2016	12/05/2016	2 dias	0	Project Manager [100%]
1.1....	Closure meeting	13/05/2016	13/05/2016	1 dia	0	Project Manager [100%]
1.1....	Project finished	13/05/2016	13/05/2016	0 dias	0	
1.2	Conception	26/11/2015	17/12/2015	15 dias	20	
1.2.1	Requirements specification	26/11/2015	11/12/2015	11 dias	27	
1.2....	Requirements analysis	26/11/2015	02/12/2015	5 dias	60	BE Team Leader [100%], Project Manager [50%]
1.2....	Requirements specification	03/12/2015	04/12/2015	2 dias	0	Project Manager [50%], BE Team Leader [100%]
1.2....	ERP interfaces detail spec	07/12/2015	11/12/2015	4 dias	0	IE Team Leader [100%], Miguel de Oliveira Martins Melicia Cruz [100%]
1.2....	Requirements approved	11/12/2015	11/12/2015	0 dias	0	
1.2.2	Tests specification	14/12/2015	17/12/2015	4 dias	0	
1.2....	Tests specification	14/12/2015	17/12/2015	4 dias	0	BE Team Leader [100%], Project Manager [50%], Miguel de Oliveira Martins Melicia Cruz [100%]
1.2....	Tests approved	17/12/2015	17/12/2015	0 dias	0	
1.3	Implementation	18/12/2015	10/03/2016	60 dias	0	
1.3.1	DMAR	18/12/2015	23/02/2016	48 dias	0	
1.3....	Sprint 1	18/12/2015	08/01/2016	16 dias	0	
1.3....	Plan meeting sp1	18/12/2015	18/12/2015	1 dia	0	Artur José Lourenço Fonseca [100%], BE Team Leader [100%], Project Manager [50%], Tiago Miguel Pedro do Nascimento [100%]
1.3....	Development sp1	21/12/2015	07/01/2016	14 dias	0	Artur José Lourenço Fonseca [100%], BE Team Leader [100%], Tiago Miguel Pedro do Nascimento [100%]
1.3....	Retrospective sp1	08/01/2016	08/01/2016	0 dias	0	Artur José Lourenço Fonseca [100%], BE Team Leader [100%], Tiago Miguel Pedro do Nascimento [100%]
1.3....	Review sp1	08/01/2016	08/01/2016	0 dias	0	Artur José Lourenço Fonseca [100%], BE Team Leader [100%], Tiago Miguel Pedro do Nascimento [100%], Project Manager [50%]
1.3....	Sprint 1 complete	08/01/2016	08/01/2016	0 dias	0	
1.3....	Sprint 2	11/01/2016	01/02/2016	16 dias	0	
1.3....	Plan meeting sp2	11/01/2016	11/01/2016	1 dia	0	Artur José Lourenço Fonseca [100%], BE Team Leader [100%], Project Manager [50%], Tiago Miguel Pedro do Nascimento [100%]
1.3....	Development sp2	12/01/2016	29/01/2016	14 dias	0	Artur José Lourenço Fonseca [100%], BE Team Leader [100%], Tiago Miguel Pedro do Nascimento [100%]
1.3....	Retrospective sp2	01/02/2016	01/02/2016	0 dias	0	Artur José Lourenço Fonseca [100%], BE Team Leader [100%], Tiago Miguel Pedro do Nascimento [100%]
1.3....	Review sp2	01/02/2016	01/02/2016	0 dias	0	Artur José Lourenço Fonseca [100%], BE Team Leader [100%], Project Manager [50%], Tiago Miguel Pedro do Nascimento [100%]
1.3....	Sprint 2 complete	01/02/2016	01/02/2016	0 dias	0	

1.3...	– Sprint 3	02/02/2016	23/02/2016	16 dias	0	
1.3...	Plan meeting sp3	02/02/2016	02/02/2016	1 dia	0	Artur José Lourenço Fonseca [100%], BE Team Leader [100%], Project Manager [50%], Tiago Miguel Pedro do Nascimento [100%]
1.3...	Development sp3	03/02/2016	22/02/2016	14 dias	0	Artur José Lourenço Fonseca [100%], BE Team Leader [100%], Tiago Miguel Pedro do Nascimento [100%]
1.3...	Retrospective sp3	23/02/2016	23/02/2016	0.5 dias	0	Artur José Lourenço Fonseca [100%], BE Team Leader [100%], Tiago Miguel Pedro do Nascimento [100%]
1.3...	Review sp3	23/02/2016	23/02/2016	0.5 dias	0	Artur José Lourenço Fonseca [100%], BE Team Leader [100%], Project Manager [50%], Tiago Miguel Pedro do Nascimento [100%]
1.3...	Sprint 3 complete	23/02/2016	23/02/2016	0 dias	0	
1.3.2	– Integration	18/12/2015	10/03/2016	60 dias	0	
1.3...	Integration work	18/12/2015	10/03/2016	60 dias	0	IE Team Leader [83%], Miguel de Oliveira Martins Melicia Cruz [83%]
1.3...	Integration finished	10/03/2016	10/03/2016	0 dias	0	
1.4	– Transition	02/03/2016	06/05/2016	48 dias	0	
1.4.1	– Deployment	11/03/2016	15/03/2016	3 dias	0	
1.4...	Installation	11/03/2016	11/03/2016	1 dia	0	BE Team Leader [50%], Artur José Lourenço Fonseca [50%], IE Team Leader [25%], Project Manager [50%]
1.4...	Configuration	14/03/2016	15/03/2016	2 dias	0	Tiago Miguel Pedro do Nascimento [50%], Project Manager [50%], BE Team Leader [50%], IE Team Leader [25%]
1.4...	Deployment complete	15/03/2016	15/03/2016	0 dias	0	
1.4.2	– Training	16/03/2016	25/03/2016	8 dias	0	
1.4...	K-users training	16/03/2016	24/03/2016	7 dias	0	Project Manager [10%], BE Team Leader [10%]
1.4...	Technical training	16/03/2016	24/03/2016	7 dias	0	BE Team Leader [10%], Project Manager [10%]
1.4...	Training evaluation	25/03/2016	25/03/2016	1 dia	0	Project Manager [25%]
1.4...	Training complete	25/03/2016	25/03/2016	0 dias	0	
1.4.3	– Acceptance testing	28/03/2016	07/04/2016	9 dias	0	
1.4...	Acceptance tests	28/03/2016	05/04/2016	7 dias	0	Project Manager [25%]
1.4...	Correction of non-conform...	06/04/2016	07/04/2016	2 dias	0	Project Manager [50%]
1.4...	Acceptance passed	07/04/2016	07/04/2016	0 dias	0	
1.4.4	– Pilot testing	08/04/2016	06/05/2016	21 dias	0	
1.4...	Pilot test	08/04/2016	06/05/2016	21 dias	0	Project Manager [25%], BE Team Leader [25%]
1.4...	Pilot test completed	06/05/2016	06/05/2016	0 dias	0	
1.5	– Operation	08/04/2016	08/07/2016	66 dias	0	
1.5.1	– Warranty	08/04/2016	08/07/2016	66 dias	0	
1.5...	Warranty period	08/04/2016	08/07/2016	66 dias	0	Miguel de Oliveira Martins Melicia Cruz [5%], BE Team Leader [5%], Project Manager [10%]
1.5...	Warranty concluded	08/07/2016	08/07/2016	0 dias	0	



