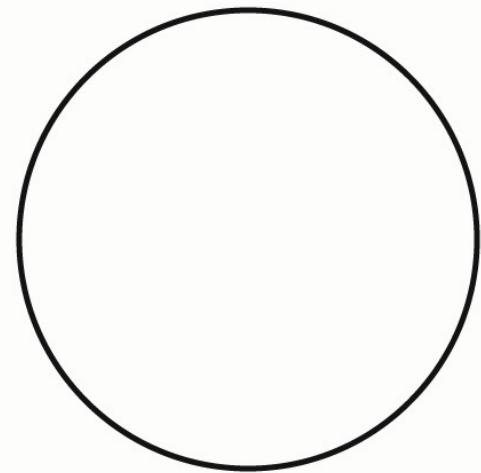


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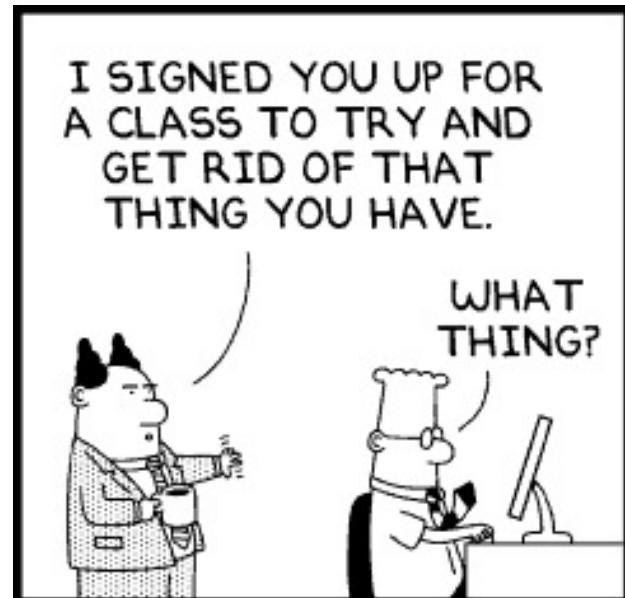
# LABORATÓRIO DE GESTÃO DE PROJETOS

2021/2022



**U.PORTO**  
FEUP FACULDADE DE ENGENHARIA  
UNIVERSIDADE DO PORTO

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# WHAT IS PROJECT MANAGEMENT? (RECAP)

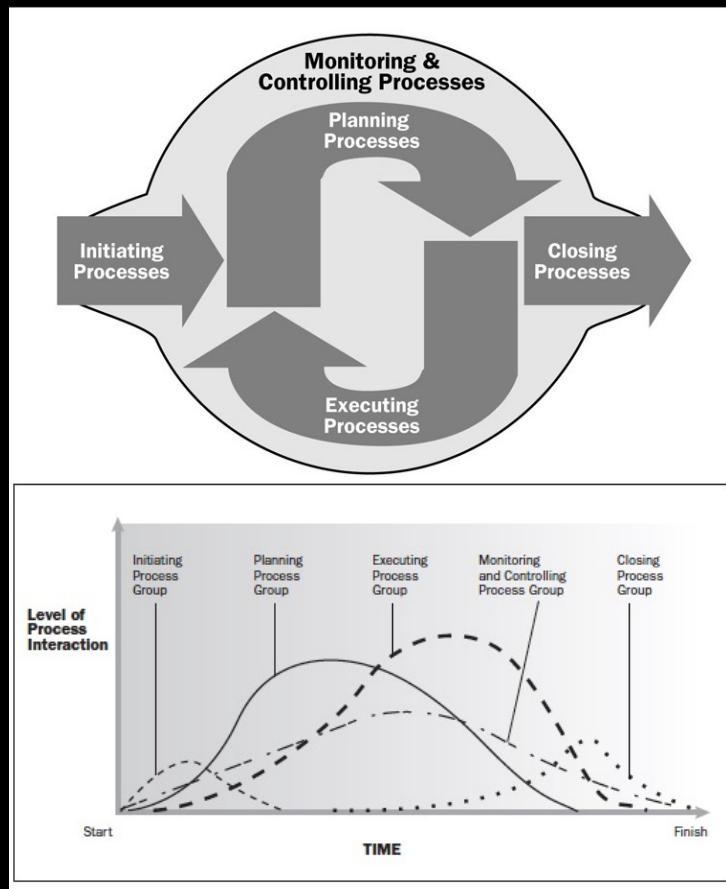


Project management is the **application of knowledge, skills, tools, and techniques** to project activities to meet the project requirements.



Project management is accomplished through the appropriate application and integration of the **49** logically grouped **project management processes** comprising the **5 Process Groups**.

# PMBOK PROCESS GROUPS



**Initiating:** meeting the client or project sponsor and a meeting or two with all of your stakeholders. This process group is necessary to fix the scope of the project and set goals.

**Planning:** determine and assign tasks in order to reach set goals: who will do what, when it will be needed, and what's the timeline?

**Executing:** teams and other stakeholders begin working on the assigned tasks set in the planning phase.

**Monitoring and Controlling:** ensure the project flow is where it should be, assess risks, and control those risks.

**Closing:** analyze what worked, what didn't and how problems were solved, etc.; deliver the project, answer questions, reward your team, and document the project for use in other projects.

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# PMBOK KNOWLEDGE AREAS (I)



**Integration Management** – Think of this area as everything you need from project start to end. This knowledge area basically consists of the five process groups only closer monitoring and overseeing is required.



**Scope Management** – Scope creep and how to manage it is key in this knowledge area. You need to control and prevent scope creep and stick to the scope statement prepared or you'll find the project out of control.



**Time Management** – You can't rely on the hope that milestones and goals will just appear. Time management requires paying close attention to schedules to ensure deliverables can be achieved.



**Cost Management** – Are you over or under budget? Utilizing this knowledge area allows you to gain the upper hand on project costs and stop or intercede when overruns appear.



**Quality Management** – As the PM, you can't have a sloppy, disorganized project. This knowledge area is all about ensuring quality and controlling missteps.

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# PMBOK KNOWLEDGE AREAS (II)

 **Human Resource Management** – tricky because it contains the “human” element. Not only must you deal with change management issues but also team conflict. From choosing to monitoring teams to managing external stakeholders, the PM must mix all these “human” elements to flow in tune to realize a successful outcome.



 **Risk Management** – You are not playing the famous board game here. Risk management means you have to assess and prioritize risks, monitor and control risks, and create a risk register showing how risks will be and are dealt with.

 **Communications Management** – You must have a communication plan accessible to everyone. This knowledge area also means holding status meetings and ensuring everyone is on the same page. In other words, if anything changes, everyone working on the project, every stakeholder must be aware of changes, additions or improvements.

 **Procurement Management** – This knowledge area is often a constant throughout the project. Everything from software to equipment to vendors to who will offer services and what type are included in procurement management. Think of this knowledge area as your purchasing department.

 **Stakeholders Management** – Project stakeholder management is the final knowledge area and considered very important. The success or failure of the product depends on timely and satisfactory project delivery to stakeholders.

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what you need to know

Knowledge Areas	Project Management Process Groups				
	Initiating Process Group	Planning Process Group	Executing Process Group	Monitoring and Controlling Process Group	Closing Process Group
4. Project Integration Management	4.1 Develop Project Charter	4.2 Develop Project Management Plan	4.3 Direct and Manage Project Work 4.4 Manage Project Knowledge	4.5 Monitor and Control Project Work 4.6 Perform Integrated Change Control	4.7 Close Project or Phase
5. Project Scope Management		5.1 Plan Scope Management 5.2 Collect Requirements 5.3 Define Scope 5.4 Create WBS		5.5 Validate Scope 5.6 Control Scope	
6. Project Schedule Management		6.1 Plan Schedule Management 6.2 Define Activities 6.3 Sequence Activities 6.4 Estimate Activity Durations 6.5 Develop Schedule		6.6 Control Schedule	
7. Project Cost Management		7.1 Plan Cost Management 7.2 Estimate Costs 7.3 Determine Budget		7.4 Control Costs	
8. Project Quality Management		8.1 Plan Quality Management	8.2 Manage Quality	8.3 Control Quality	
9. Project Resource Management		9.1 Plan Resource Management 9.2 Estimate Activity Resources	9.3 Acquire Resources 9.4 Develop Team 9.5 Manage Team	9.6 Control Resources	
10. Project Communications Management		10.1 Plan Communications Management	10.2 Manage Communications	10.3 Monitor Communications	
11. Project Risk Management		11.1 Plan Risk Management 11.2 Identify Risks 11.3 Perform Qualitative Risk Analysis 11.4 Perform Quantitative Risk Analysis 11.5 Plan Risk Responses	11.6 Implement Risk Responses	11.7 Monitor Risks	
12. Project Procurement Management		12.1 Plan Procurement Management	12.2 Conduct Procurements	12.3 Control Procurements	
13. Project Stakeholder Management	13.1 Identify Stakeholders	13.2 Plan Stakeholder Engagement	13.3 Manage Stakeholder Engagement	13.4 Monitor Stakeholder Engagement	

what you need to do

Table 1-4 (Guide). Project Management Process Group and Knowledge Area Mapping

A Guide to the Project Management Body of Knowledge (PMBOK®Guide) – Sixth Edition. ©2017 Project Management Institute, Inc. All rights reserved.

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# “START IT!”

## (INITIATING PROCESS GROUP)

<b>Knowledge areas</b>	<b>Initiating process group</b>
Project integration management	Develop project charter
Project stakeholder management	Identify stakeholders

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# “THINK ABOUT IT!”

## (PLANNING PROCESS GROUP)

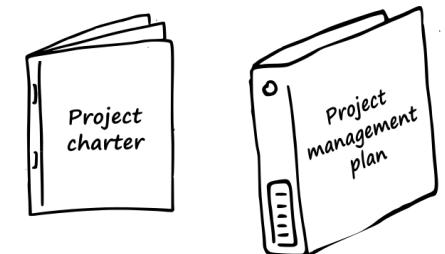
Knowledge areas	Planning process group
Project integration management	Develop project management plan
Project scope management	Plan scope management Collect requirements Define scope Create WBS (Work Breakdown Structure)
Project time management (schedule management, PMBOK 6)	Plan schedule management Define activities Sequence activities Estimate activity resources Estimate activity durations Develop schedule
Project cost management	Plan cost management Estimate Costs Determine Budget

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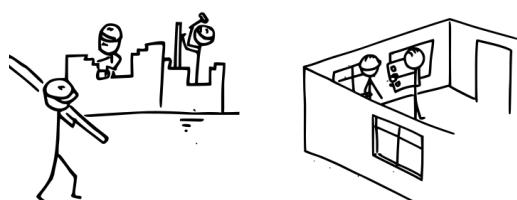
# PROJECT INTEGRATION MANAGEMENT

Project Integration Management includes the processes and activities needed to identify, define, combine, unify, and coordinate the various processes and project management activities within the Project Management Process Groups. In the project management context, integration includes characteristics of unification, consolidation, articulation, and integrative actions that are crucial to project completion, successfully managing stakeholder expectations, and meeting requirements. Project Integration Management entails making choices about resource allocation, making trade-offs among competing objectives and alternatives, and managing the interdependencies among the project management Knowledge Areas. The project management processes are usually presented as discrete processes with defined interfaces while, in practice, they overlap and interact in ways that cannot be completely detailed in the *PMBOK® Guide*.



The integrative nature of projects and project management can be understood by thinking of other types of activities performed while completing a project. Examples of some activities performed by the project management team are:

- Analyze and understand the scope. This includes the project and product requirements, criteria, assumptions, constraints, and other influences related to a project, and how each will be managed or addressed within the project.
- Understand how to take the identified information and then transform it into a project management plan using a structured approach as described in the *PMBOK® Guide*.
- Perform activities to produce project deliverables.
- Measure and monitor all aspects of the project's progress and take appropriate action to meet project objectives.



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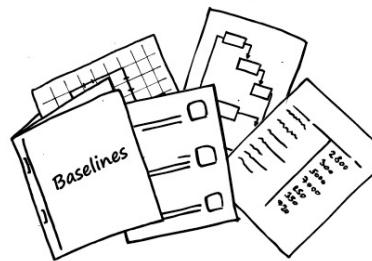
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## 4 Project Integration Management

### 4.1 Develop Project Charter



### 4.2 Develop Project Management Plan



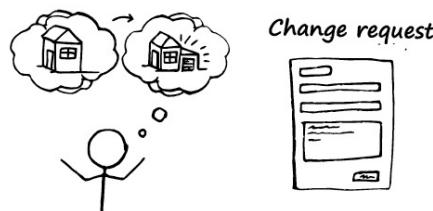
### 4.4 Manage Project Knowledge



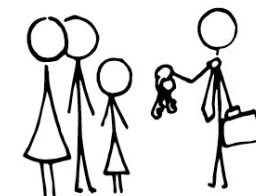
### 4.3 Direct and Manage Project Work



### 4.6 Perform Integrated Change Control

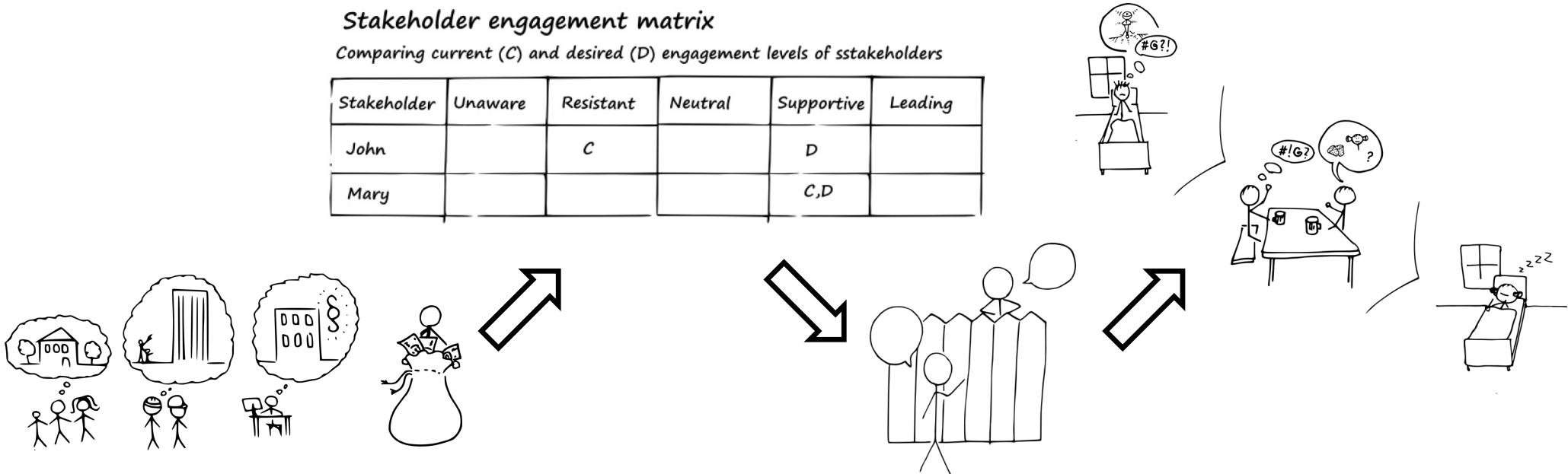


### 4.7 Close Project or Phase



**Identify, define, combine, unify and coordinate the various processes** and project management activities within the Project management process groups

**Project Stakeholder Management** includes the processes required to **identify** the people, groups or organizations that could **impact or be impacted by the project**, to **analyze** stakeholder **expectations** and their **impact** on the project, and to develop appropriate **management strategies** for effectively **engaging stakeholders** in project decisions and execution.



**identify, plan, manage and monitor stakeholder engagement**

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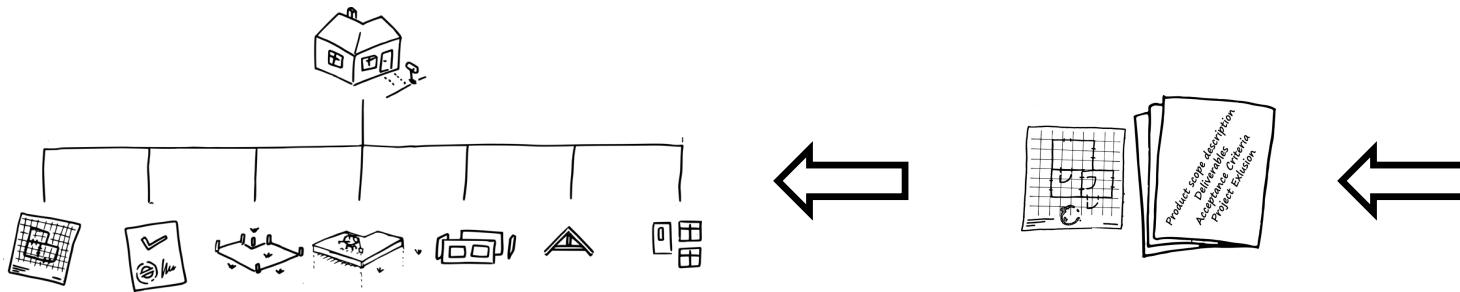
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## PROJECT SCOPE MANAGEMENT

Project Scope Management includes the processes required to ensure that the project includes all the work required, and only the work required, to complete the project successfully. Managing the project scope is primarily concerned with defining and controlling what is and is not included in the project. Figure 5-1 provides an overview of the Project Scope Management processes, which include the following:

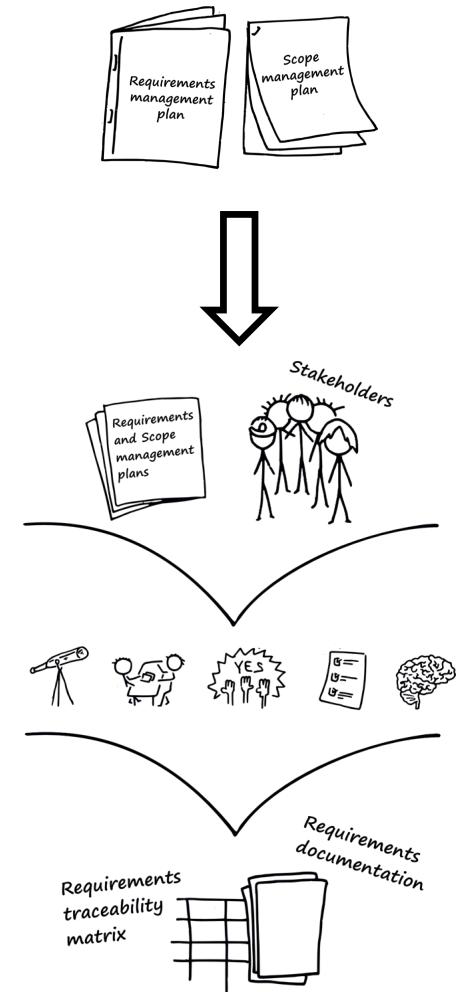


The processes used to manage project scope, as well as the supporting tools and techniques, vary by application area and are usually defined as part of the project life cycle. The approved detailed project scope statement and its associated WBS and WBS dictionary are the scope baseline for the project. This baselined scope is then monitored, verified, and controlled throughout the lifecycle of the project.

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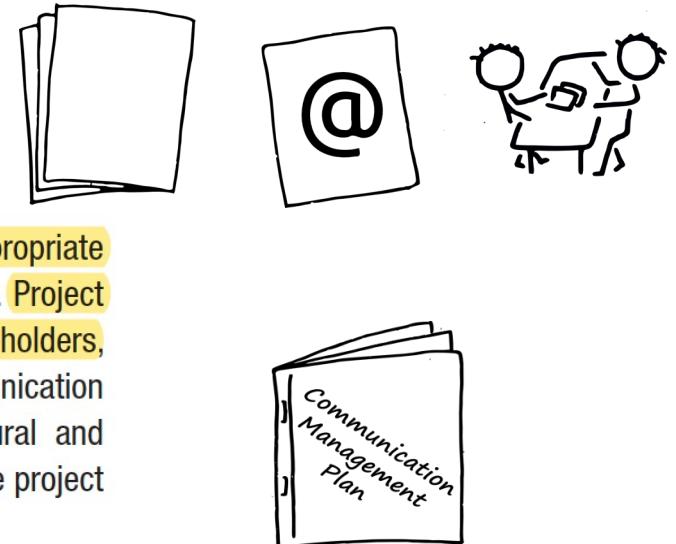
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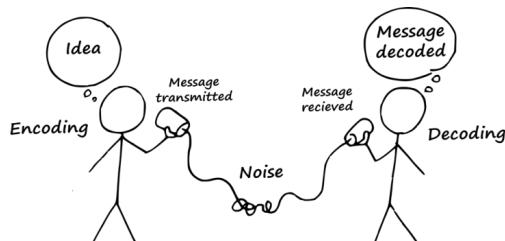
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## PROJECT COMMUNICATIONS MANAGEMENT

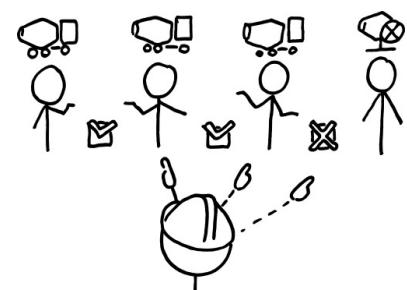
Project Communications Management includes the processes required to ensure timely and appropriate generation, collection, distribution, storage, retrieval, and ultimate disposition of project information. Project managers spend the majority of their time communicating with team members and other project stakeholders, whether they are internal (at all organizational levels) or external to the organization. Effective communication creates a bridge between diverse stakeholders involved in a project, connecting various cultural and organizational backgrounds, different levels of expertise, and various perspectives and interests in the project execution or outcome.



Communication activity has many potential dimensions, including:



- Internal (within the project) and external (customer, other projects, the media, the public),
- Formal (reports, memos, briefings) and informal (emails, ad-hoc discussions),
- Vertical (up and down the organization) and horizontal (with peers),
- Official (newsletters, annual report) and unofficial (off the record communications),
- Written and oral, and
- Verbal and non-verbal (voice inflections, body language).



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# PLAN COMMUNICATIONS MANAGEMENT

**Defining the audience:** list key stakeholders who need information about the course of events in the project.

**Defining the requirements:** “What do the key stakeholders want to know?” (careful with the audience’s level of technical knowledge)

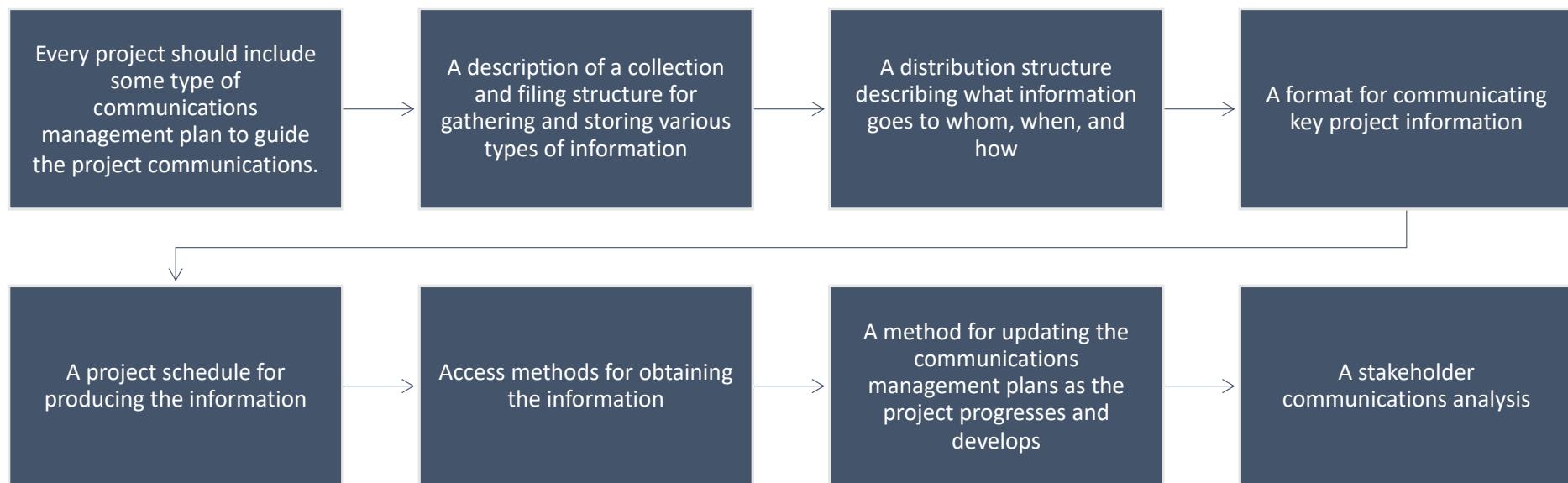
**Building a communications schedule:** “When to do it?” - flexible and should give response to the situations in which a meeting (or meetings) was/were missed. This plan should also be in coordination with the project development schedule.

**Finding the responsible team member:** involving team members or executives in the communication ensures high level of commitment to the project (select the group who will lead the communication process)

**Defining the medium of communication:** Presenting the information smoothly is important – especially for stakeholders. They are not involved in the project, but they need to know what is going on.

**Preparing the content:** Now that everything is defined, the project manager (or the assigned team member) should prepare the content of communication. The content must be checked by the project manager before presenting to the stakeholders. Using templates to prepare the content is a good practice.

# Communications Management Plan



# Manage Communications



During the project execution phase, managing project communications can be the difference between a successful and an unsuccessful one.



The communications with stakeholders that are identified within the Communications Management Plan are put into practice, and any spontaneous communications are executed as necessary.



The process of creating, distributing, and storing the communications is an important part of project management, and requires the constant attention of the project manager.

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Because project communication is so important to the overall success of a project, strong project control should be present.

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This process involves asking whether the project communications at the current point in the project have been adequate.

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The project manager must include project communication control at regular project status update points.

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The project manager must ensure that each stakeholder has received the appropriate communication and whether anything should change.

## Monitor Communications

# Communication Management Overview



85% - 90% of a project manager's time is spent in communicating. Communication-related issues are the most frequent problems faced by the project manager.



Communicating requires:

Understanding the communication requirements from stakeholders.

Sharing with stakeholders on what communication is required from them.

Frequent updates to communication plan as per changing needs of the project.



Skilled communication involves actively listening, cultural/personal aspects, understanding stakeholder expectations, and people handling skills.

.. IS THAT IT?

NOT REALLY .. THERE ARE ALWAYS SURPRISES ALONG THE WAY ..

Many project managers have executed the technical work to perfection only to find out that stakeholders were not satisfied .. because communication was poor.

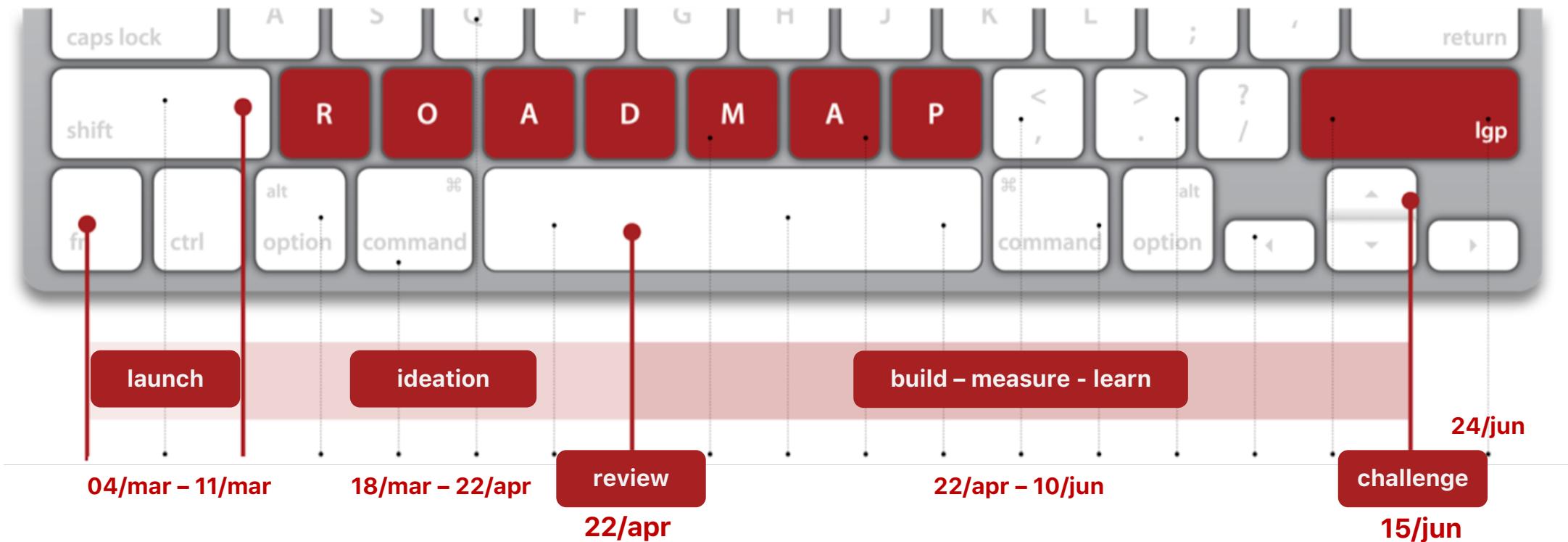
Thus, **project communication is sometimes more important than the technical work.**

Of course, the project manager needs to communicate when an unexpected event occur.

(that's the domain of project risk management .. more on that later)

But **ongoing, steady communication with stakeholders** that prevents the occurrence of project issues falls under ***Communication Management***





Phases	Dates				what	when	who	whom
<b>Ideation</b>	18-Mar	22-Apr	5 weeks	PC	Project Charter	25-Mar	startup company	supervisor
				CNV	Company Name & Vision	25-Mar	startup company	supervisor
				SFR	Script for the Review	8-Apr	startup company	supervisor
				PVP	Product Vision & Prototype (with documentation)	22-Apr	startup company	client / supervisor

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## Weekly Brief (what is the)

(Última edição: quinta, 17 de fevereiro de 2022 às 17:48)

Resposta:

## Weekly Brief (WB)

The weekly brief is a summary of the work done during a week and how these activities contributed to the completion of a task or a project, or how each one brings the team closer to the achievement of their targets; does not have to contain too much details, just enough to make it informative to allow the supervisor to have an overall picture of how the company/team is performing and to focus the weekly meeting on the important topics.

The weekly briefs should be a one-pager prepared by the CEO (focusing on the company and departments activities) and by the team leaders (focusing on the project) and include the following topics:

- current status
- plans for coming weeks
- potential risks

The different sets of "happiness meters" complement the information provided in the weekly briefs.

happinessmeter			
week	company	project	client
11-Mar	😊	😊	😢
18-Mar			
25-Mar			
01-Apr			
08-Apr			
15-Apr			
22-Apr			
29-Apr			
06-May			
13-May			
20-May			
27-May			
03-Jun			
10-Jun			
15-Jun			
24-Jun			

Choose a smile from the list

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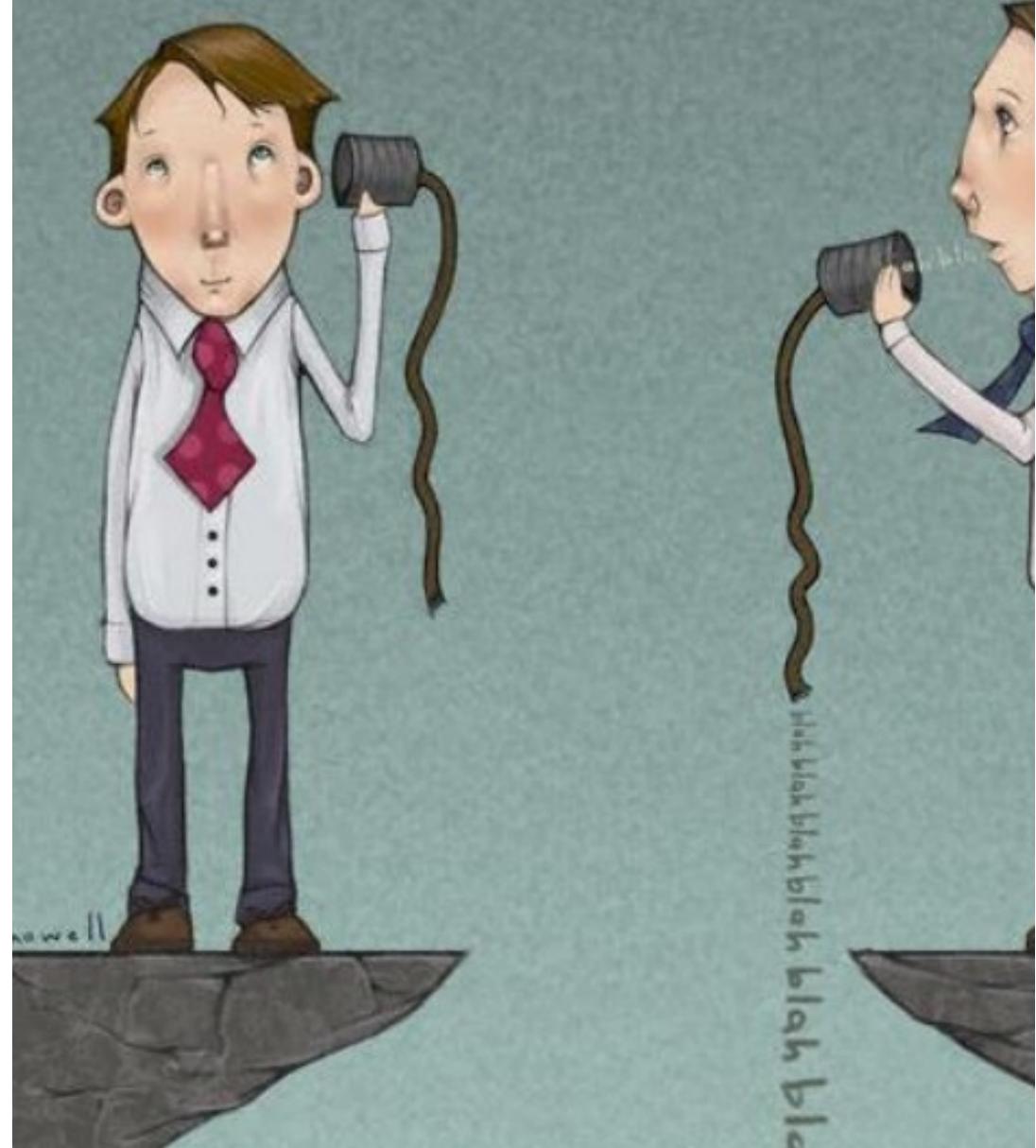
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# COMMUNICATION

- The greatest threat to many projects is a failure to communicate
- IT professionals are not recognized as being good communicators
- IT professionals must be able to communicate effectively to succeed
- Strong verbal skills are a key for IT professionals

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## COMING NEXT

15:00 AGENCIES & PORTFOLIOS

16:00 WORK & MEETINGS WITH CLIENTS & SUPERVISORS

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