

Project Management with High Complexity and Uncertainty in a Government Organization: A Case Study of the Sao Paulo Tax Invoice System Development

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Research question and obj.

- According to our methodology, case study based and explorative research, and bibliographie (Eisenhardt, 1989), we start that research attempt without no initial question and only a simple objective, collect and analyze data from Sao Paulo Tax Invoice project.
- As moving forward toward our efforts, advancing the case study by making interviews and always researching bibliographie, we found that Sao Paulo Tax Invoice was non conventional project and then focused our efforts on answering an overall question, that was how they did it? How was the origin and the initial team? Question more related to case study.

Methodology

Case study

Explorative research

Semi structured interviews

Conclusions

- Is not an intend from case study methodology to get concrete conclusions. By using Eisehardt 1989 we tried to analyze the data collected looking for major patterns and found that some aspects from the management process of Sao Paulo Tax Invoice could be improved, but no research conclusions.
- About the impact of the Sao Paulo Tax Invoice on states finances, we found out that studies are indicating a positive impact on state`s receipt from retail sector trend after the project launch.

New questions

- Naturally what emerge as a possible frontier to expand research efforts was on analyze the SP Treasury project pipeline. The Sao Paulo Tax Invoice was a non-conventional project, and what we can pretend to answer is why is it so different, how a conventional project is managed by SP Treasury and what project they are maniging now.