

# **GESTÃO DE PROJETOS DE INOVAÇÃO NA ADMINISTRAÇÃO PÚBLICA E ESTUDO DE CASO DA SECRETARIA DE FAZENDA DO ESTADO DE SÃO PAULO**

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# INTRODUÇÃO

- Importância da inovação no setor público
- Justificativa
  - carência na literatura
- Objetivos do estudo
  - Identificar o processo de gestão de projetos de inovação no setor púb.
- Objeto
  - Metodologias de gestão de projeto de inovação no setor público
- Metodologia
  - Revisão da literatura e estudo de caso
- Caso escolhido
  - Desenvolvimento do projeto de inovação Nota Fiscal Paulista pela Secretaria Estadual de Fazenda do Estado de São Paulo, no anos de 2007 e 2008
- Pergunta da pesquisa
  - Como foi o processo de desenvolvimento do projeto de inovação NFP pela SEFAZ-SP?

# PERGUNTAS

- Quais foram as principais abordagens metodológicas empregadas para a gestão do projeto NFP?
- Como foi a composição inicial dos times e o processo de desenvolvimento do sistema e software?
- Como o estudo de caso está relacionado com a literatura de (1) inovação em serviços, (2) avanços tecnológicas na administração tributária e (3) metodologias de gestão de projetos de inovação no setor público?

# TÓPICOS SUGERIDOS

- REVISÃO DA LITERATURA
  - Inovação no setor e serviço público
  - Inovação na administração tributária
  - Metodologias de gestão de projeto de inovação no setor público
- ESTUDO DE CASO DA SECRETARIA DE FAZENDA DO ESTADO DE SÃO PAULO
  - O processo de desenvolvimento do sistema NFP

# TEMÁTICAS LITERAIS ATUAIS

Abordagens mais recentes utilizadas na literatura para o estudo da inovação no setor público

- Processo
  - Top-down
  - Fen. emer.
- Contexto
- Estilo local de trabalho
  -
- Pré-cond.
  - Impacto
  - Rep.
- Pequenas decisões
- Liderança

# ESTUDO DE CASO

- Contexto
- Entrevistas
- Conclusões
  - Existem metodologias adequadas para a acelerar projetos de inovação no setor público, o sucesso da técnica de “improvisação” para isso.

# CONTEÚDO RECENTE

## LITERATURA

- TOPICO 3 - Jazz as a Process of Organizational Innovation (Bastien & Hostager, 1988)
- TOPICO 2 – Tax structures in developing countries: Many puzzles and a possible explanation (Evasão por meio de cash) (GORDON; LI, 2009)

## CASO

- Gestão do projeto do software
  - Viés da escalada de comprometimento
    - Contextual effects on escalation processes in public sector decision making (DAVIS; BOBKO, 1986)
    - Trade-off ignorado
      - Velocidade/facilidade para desenvolver vs. Desempenho do sistema
    - Consequências
      - Infra-estrutura de TI com data center próprio, com consultorias da MS e IBM

# ETAPAS DO PROJETO

- Estudo de caso
  - 100%
- Revisão da literatura
  - 60%
- Redação
  - 40%
- Cronograma
  - 75%
- Revisão



# CRONOGRAMA DA REDAÇÃO

- 21/dez
  - Versão 1 (est. 90 pag.)
    - Aprofundamento na literatura, avançando nas leituras e escrita da seção de revisão da literatura e caso principalmente
- 25/jan
  - Versão 2 (est. 120 pag.)
    - Aprofundamento na seção de metodologia, com descrição metodológica detalhada, com roteiro de entrevista e procedimentos adotados
- 29/fev
  - Versão 3 (est. 150 pag.)
    - Finalização das análises pela óptica da literatura adotada
    - Revisão final

Atualmente – 42 pag, desempenho 30 pag mês.

# CRONOGRAMA ACADÊMICO

- 21 março
  - Defesa
- 20 abril
  - Correções sugeridas pela banca
- 20 maio
  - Submissão da versão final
- 20 junho
  - Versão impressa, de capa dura, confeccionada conforme manual

# LEITURAS TEMÁTICAS

- Inovação no setor e serviço público
  - ~~BEKKERS, 2007~~
  - ~~BRANDÃO, 2013~~
  - ~~FUGLSANG, 2010~~
  - ~~HARTLEY, 2005~~
  - KOCH, 2006
  - ~~LEE, 2012~~
  - MOORE, 2008
  - PINCUS, 1974
- Inovação na administração tributária
  - ALI, 2005
  - ~~BIRD, 2008~~
  - DARONO, 2015
  - GORDON, 2009
  - SLEMROD, 1989
  - PLUMLEY, 2005
- Metodologias de gestão de projetos de inovação
  - ~~EISENHDT, 1995~~
  - ~~LOCH, 2008~~
  - MOORMAN, 1998
  - LINDBLOM, 1959
  - LEYBOURNE, 2009

+ LEITURAS METODOLÓGICAS

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