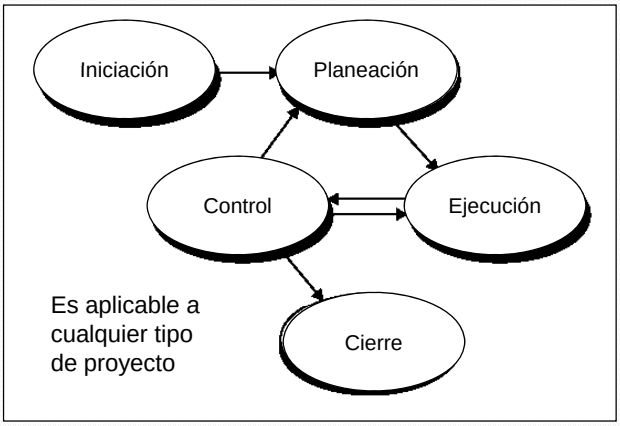
Proceso de Iniciación

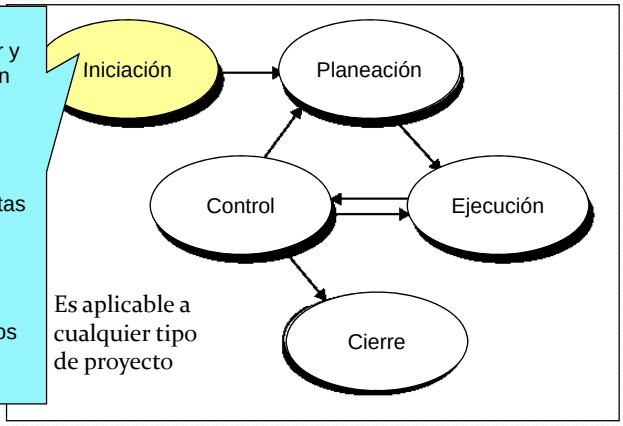
Procesos Gerencia de Proyectos



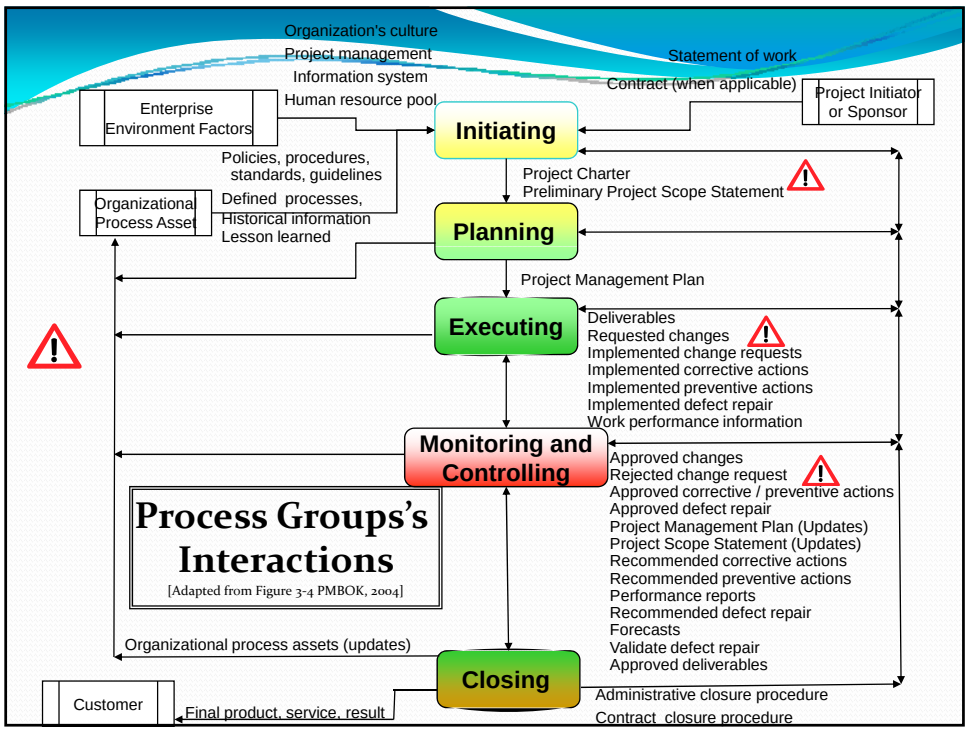
Metodología de Gerencia de Proyectos - PMI

Procesos
Gerencia de Proyectos

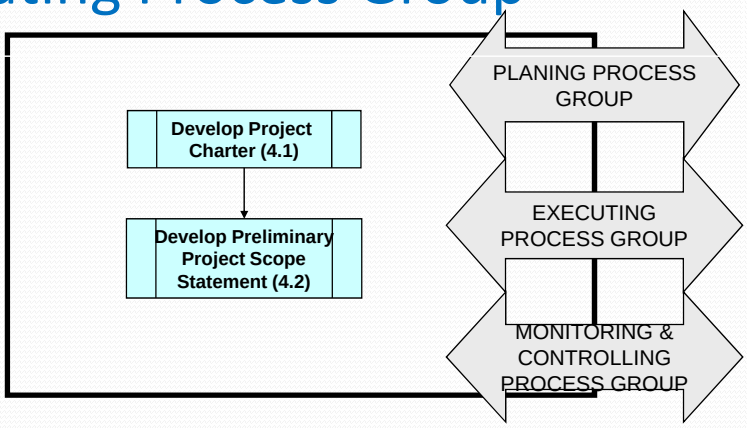
INICIACIÓN:
Conceptualizar y especificar a un alto nivel el alcance del proyecto.
Definir los objetivos y metas a alcanzar alineados a la organización
Autorizar la utilización de los recursos de la organización



Metodología de Gerencia de Proyectos - PMI



Initiating Process Group



[Adapted from Figure 3-6 PMBOK, 2004]

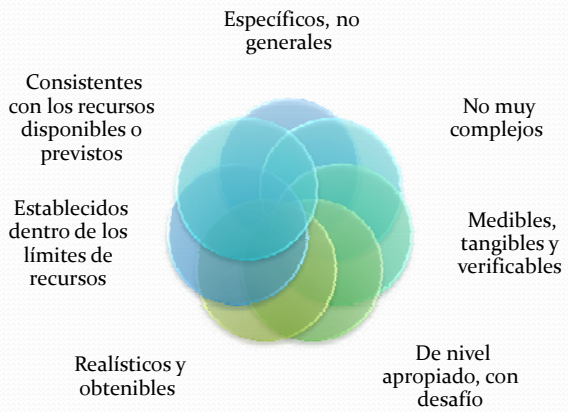
Gerencia de Proyectos

Definición de Objetivos

Objetivos del Proyecto

- Objetivos primarios de un proyecto
  - Crear un producto o servicio alineado con las necesidades organizacionales
  - Completarlo dentro de un presupuesto específico
  - Terminarlo dentro del tiempo acordado
- Objetivos secundarios de un proyecto
  - Meta = Objetivo + Fecha + Valor

Objetivos de un Proyecto



Consistentes con los planes organizacionales, políticas y procedimientos

Alberto Cueto – ECOS

Criterios para los Objetivos

- Específicos
- Realísticos
- Componente de tiempo
- Medibles
- Acordados
- Responsabilidades claras

Iniciación

Project Charter

The Processes of Project Integration Management

Develop Project Charter		
INPUTS	**TOOLS & TECHNIQUES**	**OUTPUTS**
1. Contract (when applicable) 2. Project statement of work 3. Enterprise Environmental Factors 4. Organizational process assets	1. Project selection methods 2. Project management methodology 3. Project management information system 4. Expert judgment	1. Project Charter

Develop Project Charter - Inputs

- Project Statement of Work (SOW):
  - It is a summary of what the project will provide
  - It is created by the customer/sponsor
  - It describes customer needs, product scope and how the project fits into strategic plan.
  - "Think of this as the long wordy document the buyer sends the seller"
- Enterprise Environmental Factors: components of any organization that can affect a project's success.
  - Company culture
  - Existing systems
- Organizational Process Assets: it refers to all the stuff within an organization that can be used, leveraged, researched, or interviewed to make a project successful.
  - Processes, Procedures and Policies
  - Corporate Knowledge Base
  - Historical Information
  - Lessons Learned

Develop Project Charter – Key Concepts

Organizations initiate projects for several reasons:

- A market demand
- A business need
- A customer request
- A technological advance
- A legal requirement
- A social need

Management may use several techniques in order to pick only one project. They may use project selection methods to measure the value or benefit of the project.

Project Selection Methods

- Benefit measurement methods:
  1. Murder board
  2. Peer review
  3. Scoring models
  4. Economic models
  5. Benefit compared to cost

- Constrained optimization methods:
  1. Linear programming
  2. Integer programming
  3. Dynamic programming
  4. Multi-objective programming

Develop Project Charter - Key Concepts

Project Selection Methods:

1. Benefit Measurement Methods:
   - **Murder boards:** are committees that ask every conceivable negative question about the proposed project, in order to evaluate strengths and weaknesses of the project.
   - **Scoring Models:** use a common set of values for all of the projects up for selection; each of these values has a weight assigned to them.
   - **Benefit Cost Ratio (BCR):** The BCR is the ratio of benefits to costs.
     Cost: $1.000.000
     Benefit: $ 1.500.000
     BCR = B/C = 1.500.000 / 1.000.000 = 1.5
     In other words, you get $1.5 for each $1.0 of cost.
   - **Internal Rate of Return (IRR):** Expresses a project returns as an interest rate. Bigger is better when looking at IRR.

Develop Project Charter - Key Concepts

- **Opportunity Cost:** Based on the theory that a dollar can only be invested at one place at a time, opportunity cost asks "What is the cost of the other opportunities we missed by investing our money in this project?". The smaller the opportunity cost, the better.
- **Payback Period:** It is how long it will take to recoup an investment in a project. As you want to recoup your investment as quickly as possible, a shorter payback period is better than a longer one.
- **Present Value (PV):** PV is based on the "time value of money" economic theory that a dollar today is worth more than a dollar tomorrow.
  Example: A project is expected to produce 3 annual payments of $ 100.000. The present value is less than $300.000. Why?
  If you took $300.000 cash and put it in the bank right now, you would end up with more than $300.000 in 3 years.

Develop Project Charter - Key Concepts

- **Net Present Value (NPV):** is the same as PV *except that you also factor in your costs*. A bigger PV and NPV makes a project more attractive.
  Example: You have constructed a building with a PV of $500.000, but it cost you $350.000. In this case, NPV = $500.000 - $350.000 = 150.000
- **Return On Investment (ROI):** ROI is a percentage that shows what return you make by investing in something.
  Example: A company invests in a project that costs $200.000. The benefits of doing the project save the company $230.000 in the first year alone.
  ROI = (benefit - cost) / cost = $30.000 / $200.000 = 15%

2. Mathematical Models
   - Use linear, nonlinear, dynamic, integer, or multi-objective programming algorithms.
   - They are not typically used for most projects; they are used for large, complex, projects.

Develop Project Charter - Key Concepts

- Project Management Methodology:
  - It is a structured approach to develop the project plan. It can include: project templates, paper and electronic forms, Monte Carlo simulations.
  - "How you will use project management on the project."
  - "What parts of the PMBOK Guide you will use on your project."
- Project Management Information System (PMIS):
  - Computer tools that help you to manage and control the project activities.
  - The goal of a PMIS is to automate, organize, and provide control of the project management processes.

Develop Project Charter - Key Concepts

The Project Charter:

- It is the document that formally authorizes the project.
- It is issued by a project initiator or sponsor external to the project organization, at a level that is appropriate to funding the project.
- It names the project manager and gives him the authority to direct the project and apply organizational resources to project activities.
- It is a high-level document that does not include project details.

Project Charter

- Project Title and Description
- Project Manager Assigned and Authority Level
- Business Need
- Project Justification
- Resources Pre-assigned
- Stakeholders
- Stakeholders Requirements as Known
- Product Description / Deliverables
- Constraints and Assumptions
- Project Sponsor Approval

Project Charter - Ejemplos

- PMI
- Banrep