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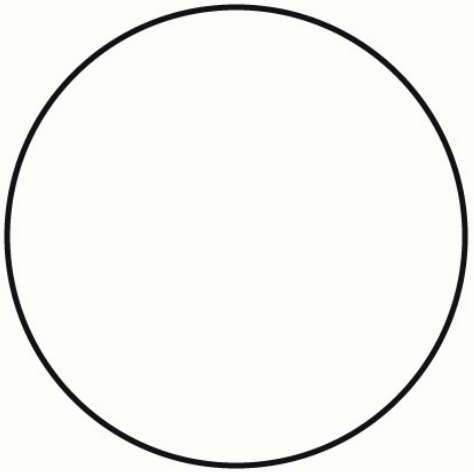
LGP

LABORATÓRIO DE GESTÃO DE PROJETOS

2021/2022



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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 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.

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.

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.

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

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.

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.

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.

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.

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.

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.

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"DO IT"

(EXECUTING PROCESS GROUP)

Knowledge area	Executing process group
Project integration management	Direct and manage work
Project scope management	
Project time management (Schedule management)	
~~Project cost management~~	
Project quality management	Perform quality assurance
Project human resource management (Resource management)	Acquire project team Develop project team Manage project team
Project communication management	Manage communications
Project risk management	
~~Project procurement management~~	~~Conduct~~ uct procurement
Project stakeholder management	Manage stakeholder engagement

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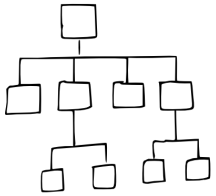
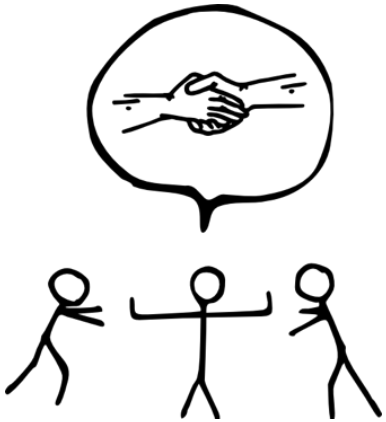
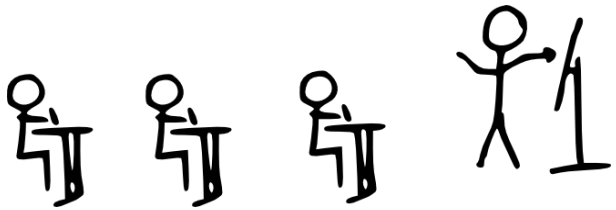
PROJECT ~~HUMAN~~ RESOURCE MANAGEMENT

Project Human Resource Management includes the processes that organize, manage, and lead the project team. The project team is comprised of the people with assigned roles and responsibilities for completing the project. The type and number of project team members can change frequently as the project progresses. Project team members may also be referred to as the project's staff. While the specific roles and responsibilities for the project team members are assigned, the involvement of all team members in project planning and decision making can be beneficial. Early involvement and participation of team members adds their expertise during the planning process and strengthens their commitment to the project.



Work package	Mary	John	Jimmy	Kate
Project plan	A	R	R	I
Project budget	A	R	C	R
Kicko off event	I	I	A,R	I





identify, develop and manage the resources needed for the successful completion of the project

extracted from PMBOK

PROJECT QUALITY MANAGEMENT

Project Quality Management includes the processes and activities of the performing organization that determine quality policies, objectives, and responsibilities so that the project will satisfy the needs for which it was undertaken. It implements the quality management system through policy and procedures with continuous process improvement activities conducted throughout, as appropriate.

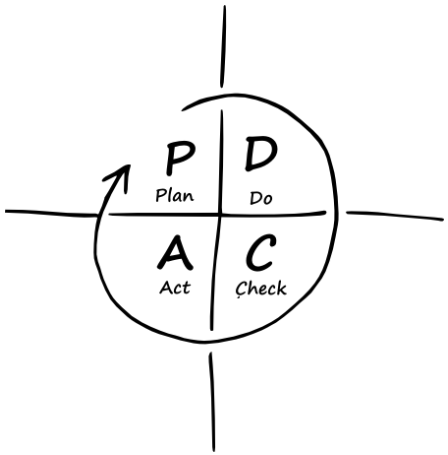
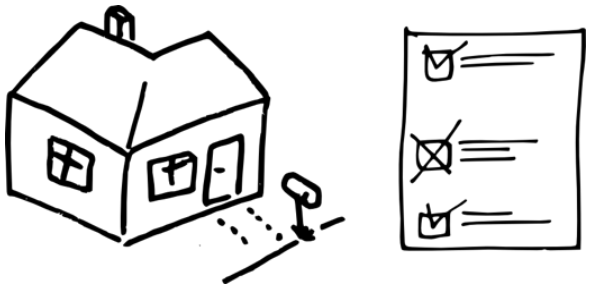


Figure 8-1 provides an overview of the Project Quality Management processes which include the following:

8.1 Plan Quality—The process of identifying quality requirements and/or standards for the project and product, and documenting how the project will demonstrate compliance.

8.2 Perform Quality Assurance—The process of auditing the quality requirements and the results from quality control measurements to ensure appropriate quality standards and operational definitions are used.

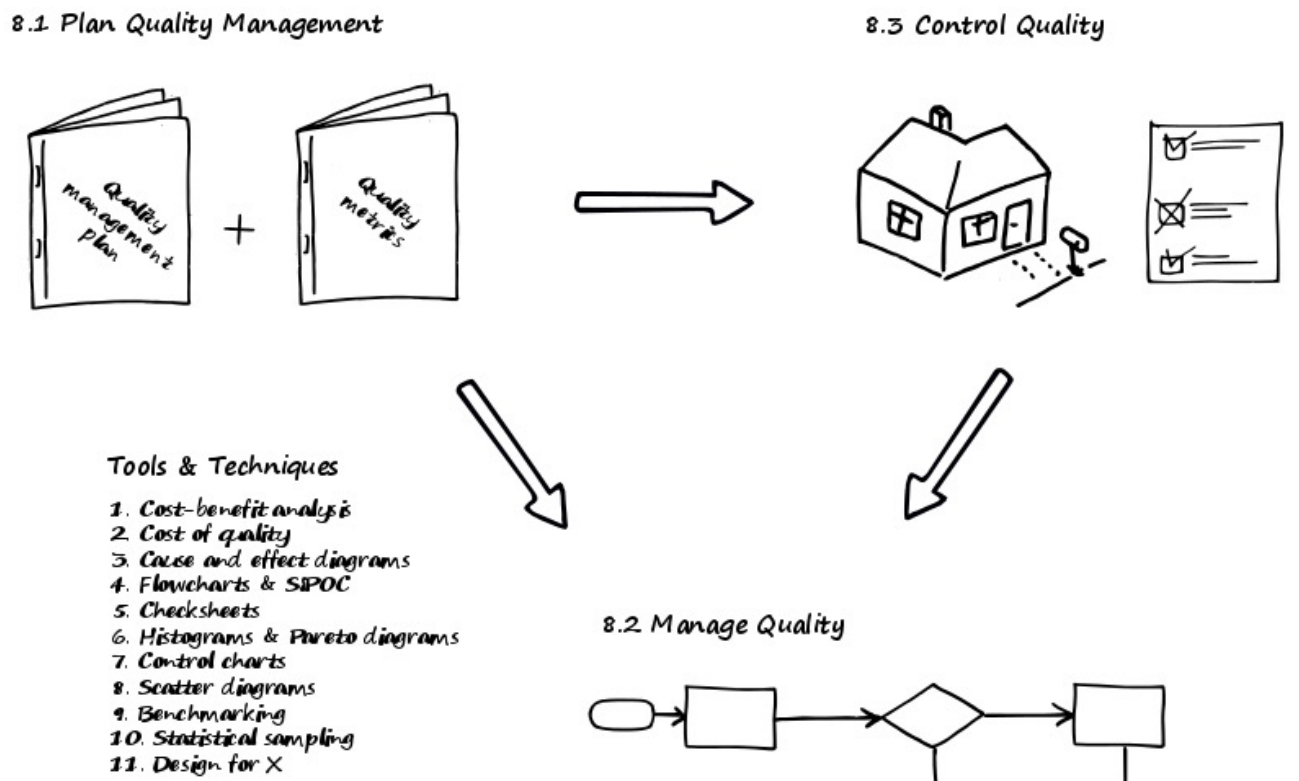
8.3 Perform Quality Control—The process of monitoring and recording results of executing the quality activities to assess performance and recommend necessary changes.



Project Quality Management addresses the management of the project and the product of the project. It applies to all projects, regardless of the nature of their product. Product quality measures and techniques are specific to the type of product produced by the project. While quality management of software products uses different approaches and measures than building a nuclear power plant, Project Quality Management approaches apply to both. In either case, failure to meet product or project quality requirements can have serious negative consequences for any or all of the project stakeholders. For example:

extracted from PMBOK

8. Project Quality Management



On projects of smaller scope, these processes are so **tightly linked** that they are viewed as a single process performed by a person over a relatively short period of time.

PROJECT TIME MANAGEMENT

Project Time Management includes the processes required to manage timely completion of the project. Figure 6-1 provides an overview of the Project Time Management processes, which are as follows:

6.1 Define Activities—The process of identifying the specific actions to be performed to produce the project deliverables.

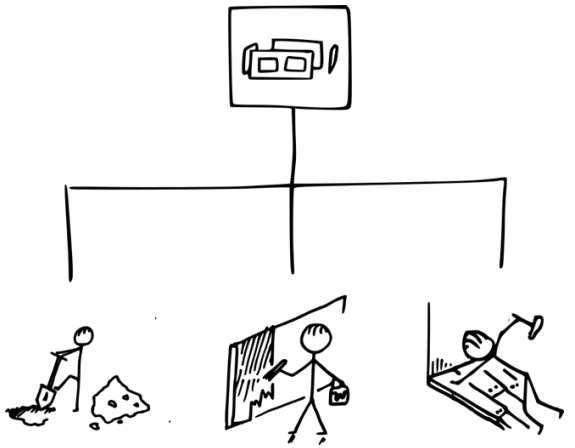
6.2 Sequence Activities—The process of identifying and documenting relationships among the project activities.

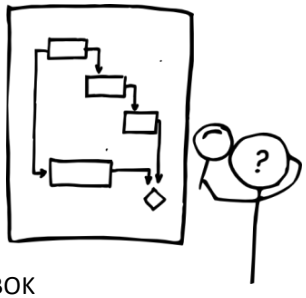
6.3 Estimate Activity Resources—The process of estimating the type and quantities of material, people, equipment, or supplies required to perform each activity.

6.4 Estimate Activity Durations—The process of approximating the number of work periods needed to complete individual activities with estimated resources.

6.5 Develop Schedule—The process of analyzing activity sequences, durations, resource requirements, and schedule constraints to create the project schedule.

6.6 Control Schedule—The process of monitoring the status of the project to update project progress and managing changes to the schedule baseline.

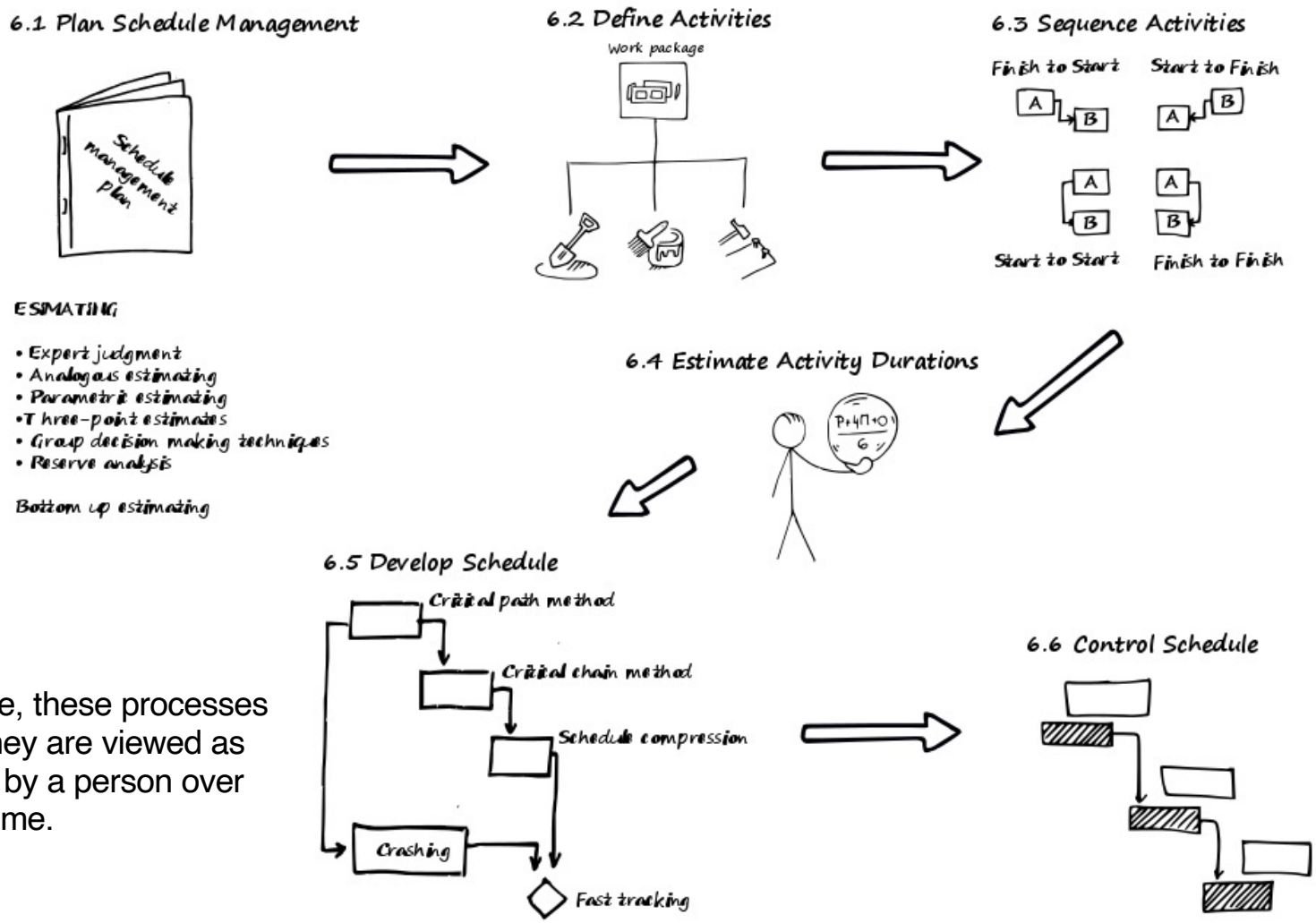




extracted from PMBOK

Developing the project schedule uses the outputs from the processes to define activities, sequence activities, estimate activity resources, and estimate activity durations in combination with the scheduling tool to produce the schedule. The finalized and approved schedule is the baseline that will be used in the Control Schedule process (6.6). As the project activities are being performed, the majority of effort in the Project Time Management Knowledge Area will occur in the Control Schedule process (Section 6.6) to ensure completion of project work in a timely manner. Figure 6-2 provides a scheduling overview that shows how the scheduling methodology, scheduling tool, and outputs from the Project Time Management processes interact to create a project schedule.

6 Project Schedule Management



On projects of smaller scope, these processes are so **tightly linked** that they are viewed as a single process performed by a person over a relatively short period of time.

TIME MANAGEMENT (BUILDING YOUR MVP)

	ACTIVITIES	PRECEDES	DURATION
(A1)	DEFINE CONCEPT	A2, A5, A8	1
(A2)	MAIN CONTENT	A3,A6	3
(A3)	POSTS/NEWS	A4	1
(A4)	LANDING PAGE CONTENT	A7	1
(A5)	ARTWORK/DESIGN	A6,A8	4
(A6)	WIREFRAMES	A7,A9	2
(A7)	DESIGN FOR LANDING PAGE	A10	2
(A8)	PAGE GRID/LAYOUT	A9	1
(A9)	UPLOAD MAIN CONTENT	A10	1
(A10)	UPLOAD LANDING PAGE		1

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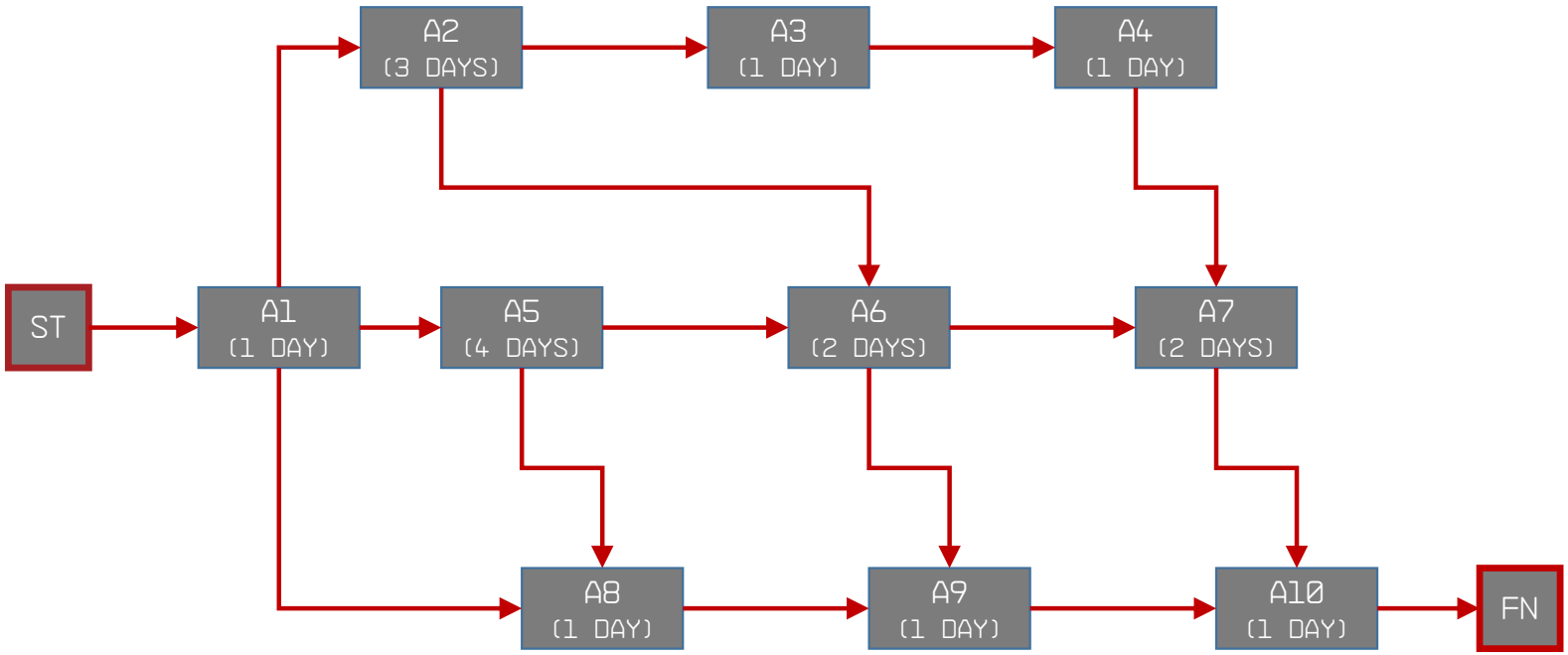
NETWORK DIAGRAM



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Milestone
A milestone, sometimes called an event, is a significant occurrence in the life of a project. Milestones take no time and consume no resources; they occur instantaneously. Think of them as signposts that signify a point in your trip to project completion. Milestones mark the start or end of one or more activities.
Examples of milestones are *draft report approved* and *design begun*.

Activity
An activity is a component of work performed during the course of a project. Activities take time and consume resources; you describe them using action verbs.
Examples of activities are *design report* and *conduct survey*.

Duration
Duration is the total number of work periods it takes to complete an activity. The amount of work effort required to complete the activity, people's availability, and whether people can work on the activity at the same time all affect the activity's duration. Capacity of non-personnel resources (for example, a computer's processing speed and the pages per minute that a copier can print) and availability of those resources also affect duration. In addition, delay can add to an activity's duration.

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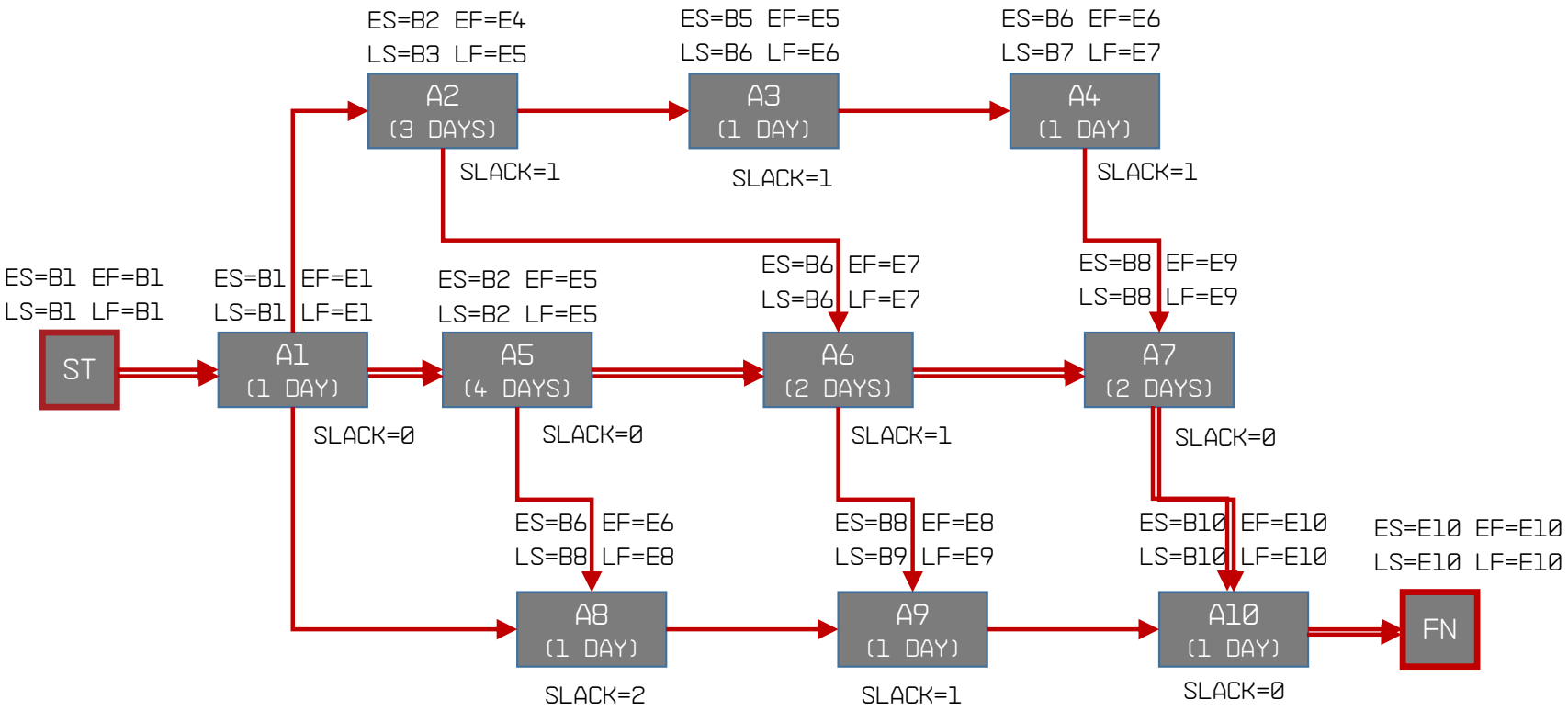
CRITICAL PATH METHOD (CPM)



ES=EARLIEST START EF=EARLIEST FINISH
ELS=LATEST START LF=LATEST FINISH

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B1=BEGINNING OF DAY 1
E1=END OF DAY 1

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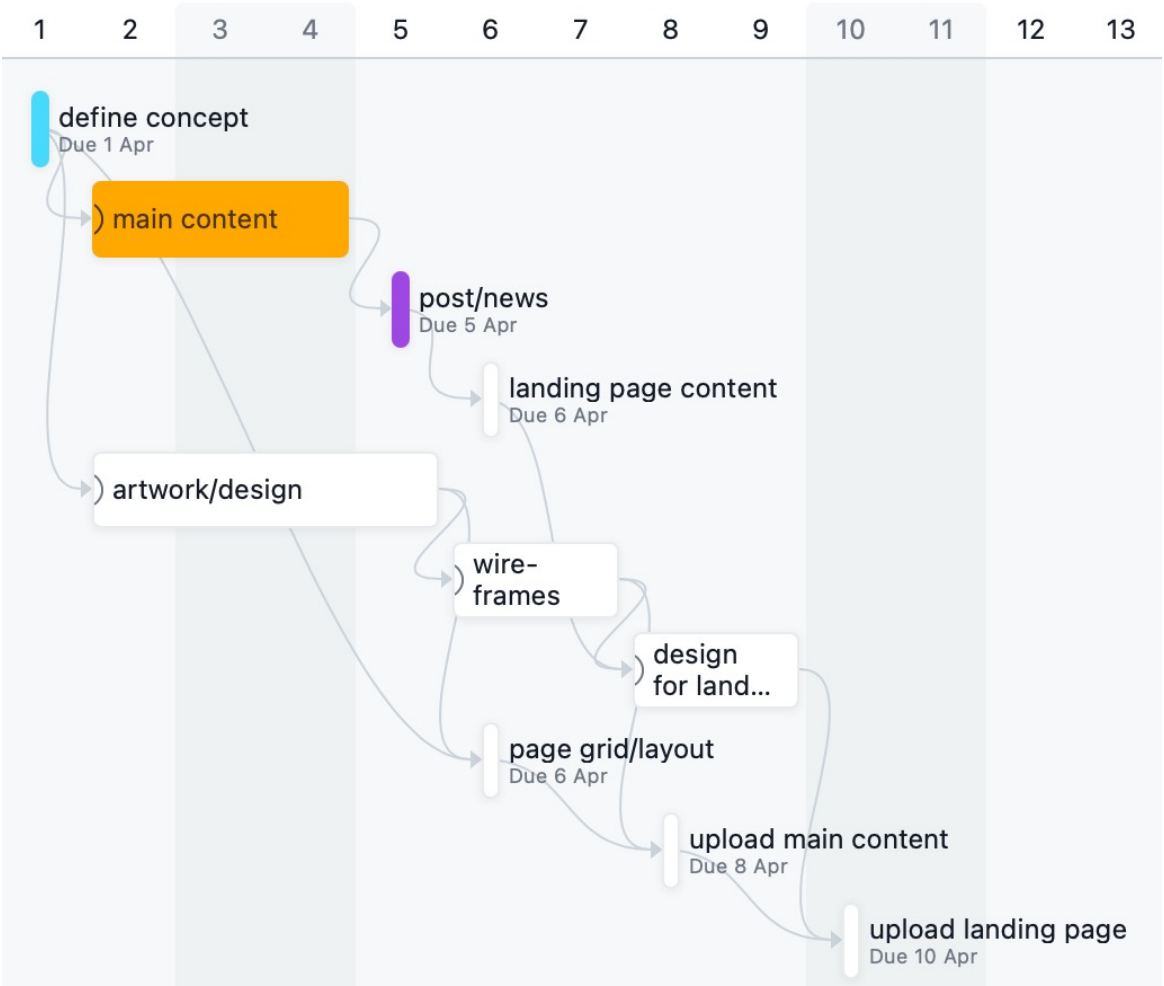

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.. is that it?

not really .. there are always some surprises along the way ..

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Review

The review meeting is a form of assessment in which "a team" of stakeholders (clients, supervisors, users, investors, ..) are involved to assess the company and its product. The review is the opportunity for companies to present the results achieved during the ideation phase and get feedback. Reviews involve multiple companies (3-4) and last 60-90 minutes. Each company has 20 minutes with 8-10 minutes for the company/product presentation and the remaining being used for Q&A.

Presentations are by default in Portuguese (unless companies have International members), having the teams the freedom to decide if slides (in case they are used) are in Portuguese or in English.

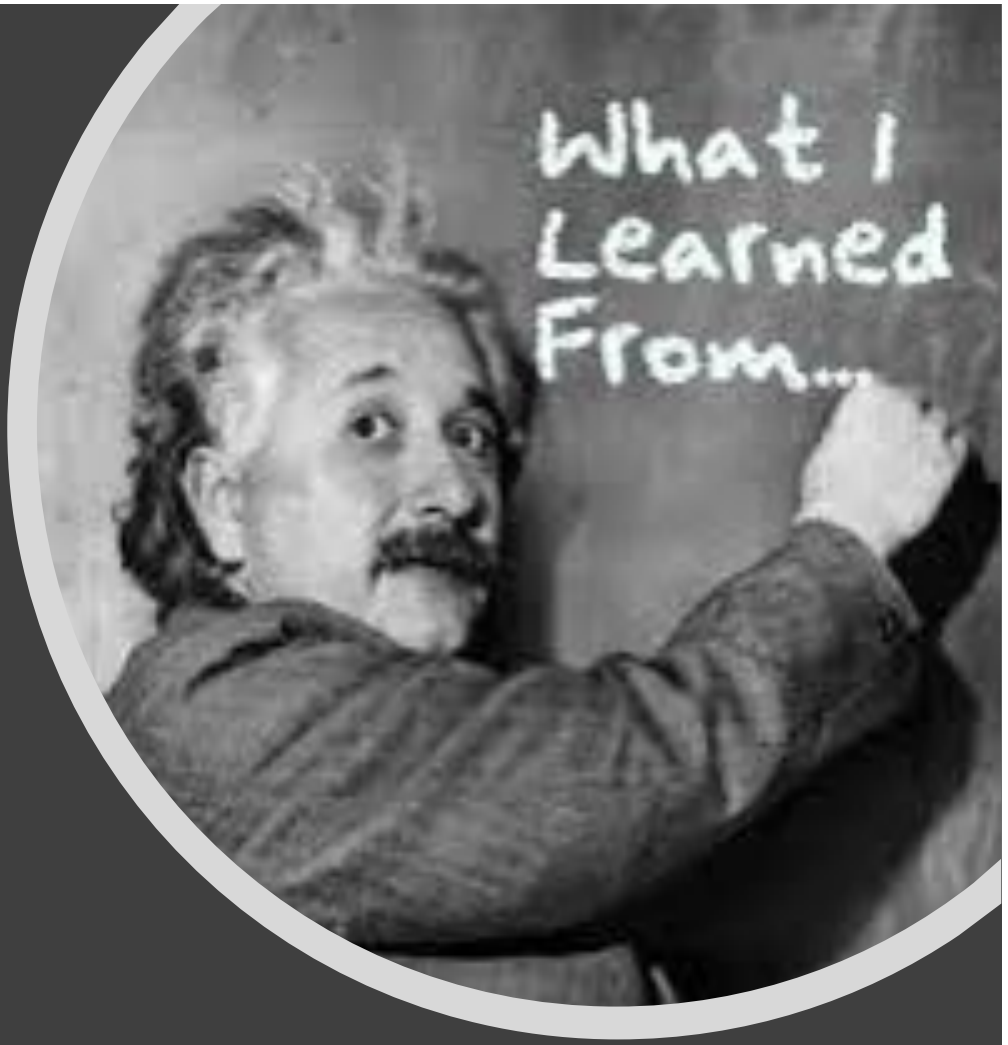
In the case of the products, the goal is to examine their suitability for their intended use and identify discrepancies between needs and desires. The product presentations should cover the following topics:

1. Objective and motivation for the product/project (value for the client, competition, etc.)
2. Functionalities (usage scenarios, prototypes, etc.)
3. Architecture and technologies (high-level description of the architecture and technologies)
4. Development plan (iterations, releases, priorities, etc)

Only the clients, together with a couple of invited guests, will participate in the review. These participants in the review will be asked to assess the following topics of the presentation:

Mission, Vision and corporate image (10%)
Vision and product value (25%) (value proposition, differentiation, etc.)
MVP and Functionalities (20%) (usage scenarios, prototype, etc.)
Architecture & technologies (10%)
Development Roadmap (10%) (iterations and releases)
Overall presentation (10%)
Q&A (15%)

- Project assignments always have deadlines!
- Make sure you define activities and milestones clearly.
- Monitor critical-path activities closely.
- Your project can have two or more critical paths at the same time.
- *slack time* is defined as the amount of time an activity or milestone can be delayed without delaying your project's completion time



Glossary

Activity: component of work performed during the course of a project; activities take time and consume resources.

Duration: total number of work periods it takes to complete an activity; the amount of work effort required to complete the activity, people's availability, and whether people can work on the activity at the same time all affect the activity's duration.

Risk: uncertain event or condition, that if it occurs, has a positive or negative effect on a project's objective.

Coming Next

15:00 DESIGN THINKING

16:00 WORK & MEETINGS WITH CLIENTS & SUPERVISORS