

Clase 2: Agile Manifesto

Saturday, October 29, 2022 1:35 PM

El departamento de defensa de EEUU convocó un concurso para que empresas desarrollaran una metodología para desarrollar software, ya que se topaban con el problema de que al final el software no plasmaba lo que el cliente tenía en mente. Se creó el CMM, pero era una metodología pesada y lenta. Se seguía buscando lo mejor de dos mundos: trabajar con feedback del cliente e involucrarlo, más la formalidad de ciertos documentos y procesos. Así surgió el grupo de 17 que generó el manifiesto ágil, alrededor del 2001.

1. Individuos e interacciones por encima de procesos y herramientas

Individuos + interacciones tienen que ir de la mano. El valor de las juntas es la interacción de las juntas. Herramientas no se desechan, se adecúan y actualizan. La gente no es esclava del procedimiento, los procesos están en servicio de la gente.

2. Software funcionando por encima de documentación exhaustiva

Es buena práctica ir documentando el código, pero no exhaustiva: si hay duda, se pregunta (haciendo caso al valor 1)

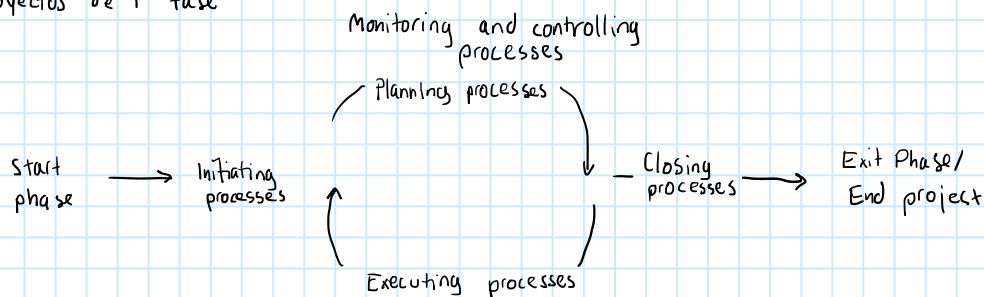
3. Colaboración con el cliente por encima de negociación contractual

Si tienes un cliente de relaciones formales y contractuales, es mejor no usar ágil. Si tienes cliente cercano, usa ágil.

4. Respuesta ante el cambio por encima de seguir un plan

Abrazar y responder a la incertidumbre.

proyectos de 1 fase

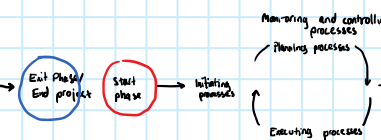


→ One Approach to Cleaning Up a Hazardous Waste Site

1. Facility Decommissioning



2. Waste Removal



3. Landscaping



no necesariamente
te esperas a
que acabe para
iniciar otra.

4.3 Direct and manage Project Work

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- Inputs
- Project Management Plan
 - Approve Change requests
 - Enterprise Environmental Factors
 - Organizational Process Assets

- Tools & techniques
- Expert Judgment
 - Proj Management Information System
 - Meetings

- Outputs
- Deliverables
 - Work Performance Data
 - Change Requests
 - Updates to:
 - PM Plan

4.3
→ Performing the work to achieve project objectives

register

4.3

NO VA A HABER EXAMEN

- Performing the work to achieve project objectives
 - Create project deliverables
 - Managing technical and organizational interfaces
 - Reporting performance: generate performance data, we needed to do this, used this, achieved this
 - Managing the risks, team, expectations, contractors
 - Raising change requests, implementing approved changes
 - PMIS: may offer automated tools (MS Project)
- Risk Plan: a plan of response to risks and problems

Tools/Technique - Project Meetings

Undertaken to:

- Make team decisions - this is key
- Review progress
- Give info / receive info
- Problem Solving
- Cooperation
- Influence attitudes: moderate protagonism

Ineffective meetings:

- No agenda
 - No chair: meeting chief, makes sure agenda is achieved and team speaks
 - People not turning up / arriving late
 - Over running timescales
 - Personal agendas
 - No reason for the meeting
 - No minutes (no notes) → note only decisions
- ↓
discuss and decide with order

manage meetings effectively = success ;)

* Effective Meetings

Roles:

- o Chair
- o Facilitator if strong issues
- o Scribe for the flipchart
- o Time keeper
- o Contributors
- o Note taker / secretary

Requirements:

- o Preparation → + in virtual meetings
- o Location / environments
- o Agenda
- o Date and timings
- o Topics to cover
- o Responsibilities
- o Reference material

Minutes

- which task / decision (type)
- who will do it
- when should be done
- No narrative
- Which topic

4.4 Manage Project Knowledge

Purpose:

1. Reusing existing knowledge and creating new knowledge
2. Knowledge captured in the past is used to improve performance on the current project, and the knowledge created by the current project is made available for future projects.

→ recorded in one pager docs: what are the lessons learned.

Tools and Techniques

1. Expert judgement on knowledge management, info. management, info from other

Tools and Techniques

1. Expert judgement on knowledge management, info, management, info from other projects
→ company blogs
2. Networking (formal and social): communities of practice, work shadowing, focus groups, seminars and conferences, workshops, storytelling.
↓
watch someone work

Outputs

1. Knowledge Management Register.
2. Project Management Plan update
3. Organizational Process Assets updates

Knowledge created in this process may lead to improvements to processes and procedures.

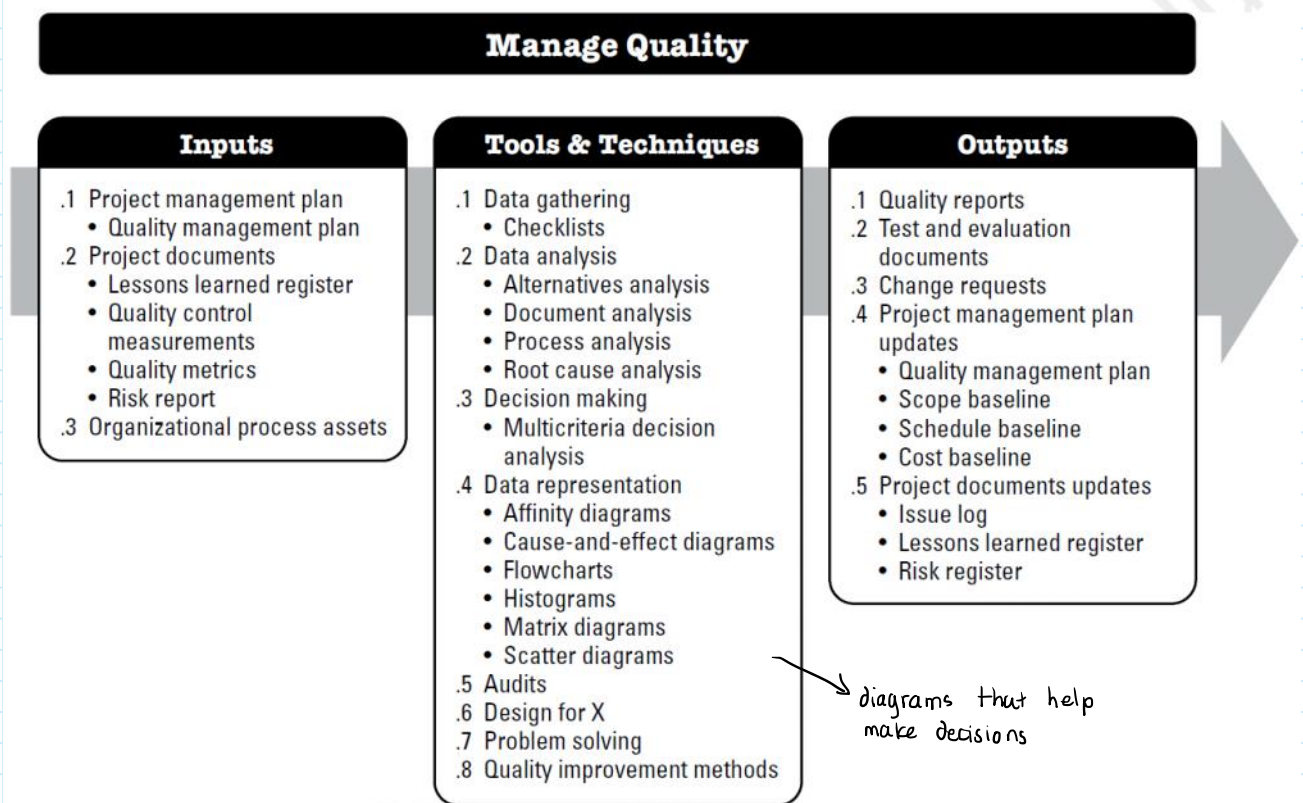


Figure 8-7. Manage Quality: Inputs, Tools & Techniques, and Outputs

* Manage Quality

↳ includes all the quality assurance activities and is also concerned with the product design aspects and using project processes effectively to create process improvements.

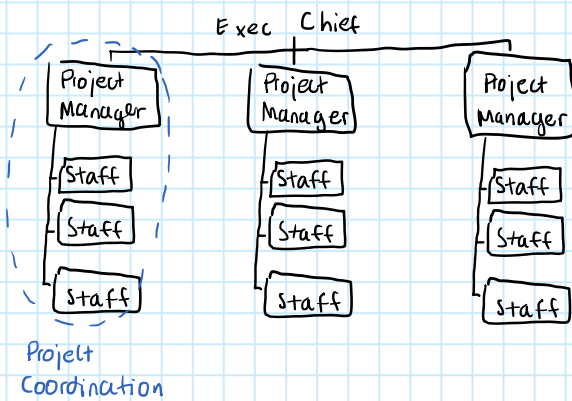
$$\text{eficiencia} = \frac{\text{efectividad}}{\text{esfuerzo (t)}}$$

- Outcome Evaluation assess the effectiveness of a program in its objectives. What was **effectively** produced.
- Process evaluation: how **efficiently** it was produced. Sees how a program outcome or impact was achieved.

Tipos de Organizaciones desde óptica gerencial

Project Characteristics / Organization Structure	Functional	Matrix			Projectized
		Weak Matrix	Balanced Matrix	Strong Matrix	
Project Manager's Authority	Little or None	Low	Low to Moderate	Moderate to High	High to Almost Total
Resource Availability	Little or None	Low	Low to Moderate	Moderate to High	High to Almost Total
Who manages the project budget	Functional Manager	Functional Manager	Mixed	Project Manager	Project Manager
Project Manager's Role	Part-time	Part-time	Full-time	Full-time	Full-time
Project Management Administrative Staff	Part-time	Part-time	Part-time	Full-time	Full-time

Projectized Organization



docs en drive

→ Entrega final: 3 entregables

1. Plan de (manejo) de gestión de configuración/cambios
2. de gestión de calidad
3. de gestión de riesgos (por cubrir)

→ Métricas de desempeño : cómo medir el éxito de un proceso de producto.