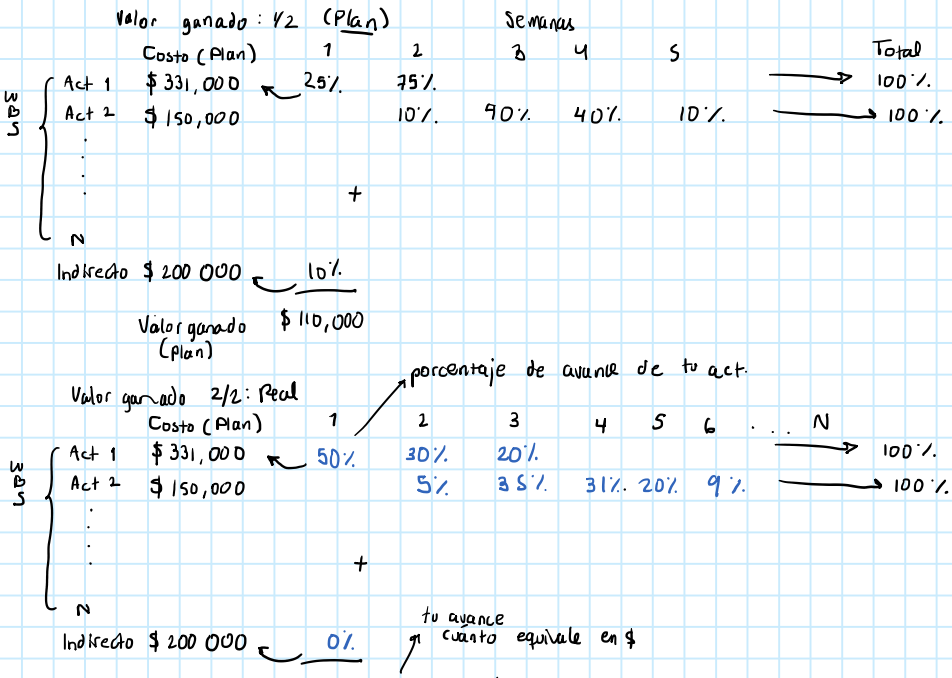
Week 2

Saturday, November 5, 2022 8:06 AM



Valor ganado / devengado: avance contra el plan en $

Costo Real: cuánto has gastado

Semana	1	2	3	4	5	6	7
CPI = Valor ganado / Costo Real (Cost Performance Index)	1.09	1.05	0.99	1.01	0.99	0.97	0.96
SPI = Valor ganado / Planeado (Schedule Performance Index)	1.49	0.70	0.89	0.85	0.90	0.90	0.93

the closest to 1.00 the better
0.95 < x < 1.00 worry!

Como el valor ganado es acumulado, es el CPI es cómo acaba el proyecto entero

necesitas 3 puntos en la misma dirección para ser una tendencia

Conclusion: these numbers do not mean to worry.

11.6 Implement Risk Responses

Implementing risk response PLANS, tracking identified risks, monitoring residual risks, identify new risks, and evaluating risk process effectiveness

- Risk apetite. Degree of uncertainty an entity is willing to take on in anticipation to a reward.
- Risk tolerance. Degree, amount or volume of risk an entity is willing to withstand
- Risk threshold. Below, entity is willing to accept risk. Above, entity will not tolerate risk
  - → cuánto estás dispuesto a afrontar riesgos por el posible beneficio de hacerlo.
  - → cuánto riesgo soportas sin importar beneficios

a threshold can be a topic: away from libraries, we don't tolerate

Risk Management: monitor identified (planned) risks and identify new risks.
conclusions: store them in knowledge management tools (we generated knowledge)

→ Manage Risks:

Planning
- 11.1 Plan Risk Management: how to conduct risk management activities for a project
- 11.2 Identify risks: which risks may affect the project and documenting characteristics

Identify
- 11.3 Perform Qualitative Risk Analysis: prioritize risks for further analysis or action
- 11.4 Perform Quantitative Risk Analysis: numerically analyzing the effect of identified risks on project

Planning
identify cycle
while execution apply this

11.2 Identify risks: which risks may affect the project and documenting characteristics
11.3 Perform Qualitative Risk Analysis: prioritize risks for further analysis or action
11.4 Perform Quantitative Risk Analysis: numerically analyzing the effect of identified risks on project objectives
11.5 Plan Risk Responses: developing options and actions to enhance opportunities and reduce threats to project objectives.
11.6 Control Risks: implementing risk response plans, tracking identified risks, monitoring residual risks, new risks, and evaluating risk process effectiveness.

↳ Risk Plan: antiapate actions, analisis and responses to imaginary risks
Los riesgos no se eliminan, se mitigan
↓
analyse current situation in country, technology, etc

→ Contingencia: un riesgo no planeado que sucede sin que se anticipe ni siquiera en ejecución
↓
otro plan

In crisis, autocratic leadership is often used: expert orders are taken without interaction, bc we must act fast.
↳ in crisis: leaders may change

Modelo

Severidad (impacto)	Probabilidad

Cuadro: Defined Conditions for impact scales on a risk on major project Objectives

Defined Conditions for Impact Scales of a Risk on Major Project Objectives
(Examples are shown for negative impacts only)

	Relative or numerical scales are shown				
Project Objective	Very low /0.05	Low /0.10	Moderate /0.20	High /0.40	Very high /0.80
Cost	Insignificant cost increase	< 10% cost increase	10 – 20% cost increase	20 – 40% cost increase	> 40% cost increase
Time	Insignificant time increase	< 5% time increase	5 – 10% time increase	10 – 20% time increase	> 20% time increase
Scope	Scope decrease barely noticeable	Minor areas of scope affected	Major areas of scope affected	Scope reduction unacceptable to sponsor	Project end item is effectively useless
Quality	Quality degradation barely noticeable	Only very demanding applications are affected	Quality reduction requires sponsor approval	Quality reduction unacceptable to sponsor	Project end item is effectively useless

This table presents examples of risk impact definitions for four different project objectives. They should be tailored in the Risk Management Planning process to the individual project and to the organization's risk thresholds. Impact definitions can be developed for opportunities in a similar way.

Probability and Impact Matrix

Probability	Threats					Opportunities				
0.90	0.05	0.09	0.18	0.36	0.72	0.72	0.36	0.18	0.09	0.05
0.70	0.04	0.07	0.14	0.28	0.56	0.56	0.28	0.14	0.07	0.04
0.50	0.03	0.05	0.10	0.20	0.40	0.40	0.20	0.10	0.05	0.03
0.30	0.02	0.03	0.06	0.12	0.24	0.24	0.12	0.06	0.03	0.02
0.10	0.01	0.01	0.02	0.04	0.08	0.08	0.04	0.02	0.01	0.01
	0.05	0.10	0.20	0.40	0.80	0.80	0.40	0.20	0.10	0.05

attention

− + + −

Impact (numerical scale) on an objective (e.g., cost, time, scope or quality)

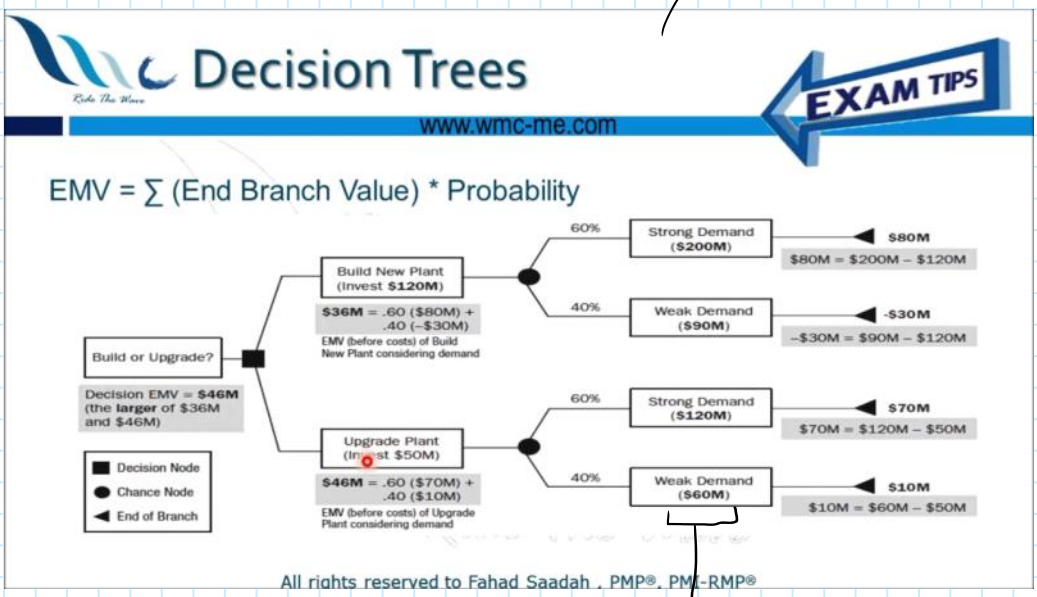
Each risk is rated on its probability of occurring and impact on an objective if it does occur. The organization's thresholds for low, moderate or high risks are shown in the matrix and determine whether the risk is scored as high, moderate or low for that objective.

Take all your identified risks and plug them in Plan response to the risks in attention areas, ignore low impact/probability risks.

qualitative analysis

Plan de Análisis y Mitigación de riesgos
- matriz
- acciones a tomar si se presentan
- cuantificarlas en tiempo, dinero y gente

quantitative analysis



Si cuentas con los elementos cuantitativos para un riesgo haz análisis cuantitativo (toma de decisiones)

→ Planes
Tomar 1, 2 o 3 objetivos

12.2 Conduct Procurements
- Bidder conferences
- Proposal evaluation techniques
- Independent estimates
- Expert judgement
- Advertising
- Analytical techniques
- Procurement negotiations

↑ para homogeneizar criterios de cotización

En software, hacer o comprar?
- página web
- portal
- pruebas
- servidores
- redes

almacenamiento cifrado

- Advertising
- Analytical techniques
- Procurement negotiations

- portal pruebas
- redes

almacenamiento
cifrado
seguridad
Relational DB

- Especificar qué voy a comprar, con métricas medibles
  ↳ qué características debe tener lo que vas a comprar
  ej. carros: # de puertas, tipo de frenos, y cotizas para buscar mejor oferta

Cotización: planeación de compras
↳ dimensiones y características para hacer la compra

No sólo fijarse en el costo para decidir: pon criterios y pesos

- pantallas
- logs o reportes
- funcionamiento

Decidir cotización
↳ criterios: qué peso le doy al hecho de que es una empresa transnacional
- das calificación
- das peso

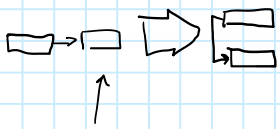
> multiplicas y sumas otros criterios y el que tenga más puntos

Schedule

→ Critical Chain: cadena crítica. Supuestos:
- recursos dedicados
- planeación por semana
- no hacer 2 cosas a la vez
- 2/3 de reserva ↓
- 10 meses digo que me toma 30 meses

→ Ruta crítica

→ si el cliente está contento con 20%. entrega ese 20%. y lo demás se lo dosificas



→ Recortar calendario:

1o ruta crítica: reduce por ahí
2o recursos: si tengo más personas, puedo acabar más rápido
3. Si hay actividades muy largas (long lead items) ← RIESGO
   ↳ planea desde el inicio por aparte estas actividades anticipadamente
4. Elimina los colchones