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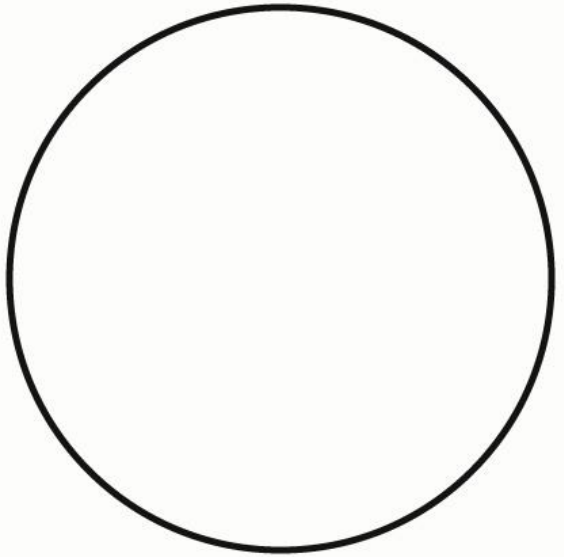
Laboratório de Gestão de Projetos

2022/2023



U.PORTO
FEUP FACULDADE DE ENGENHARIA
UNIVERSIDADE DO PORTO

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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 procurement
Project stakeholder management	Manage stakeholder engagement

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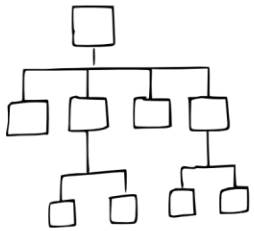
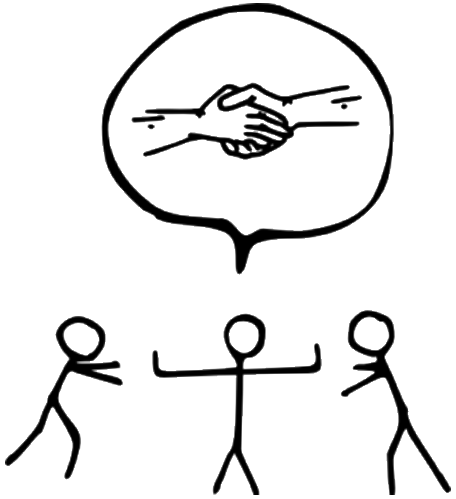
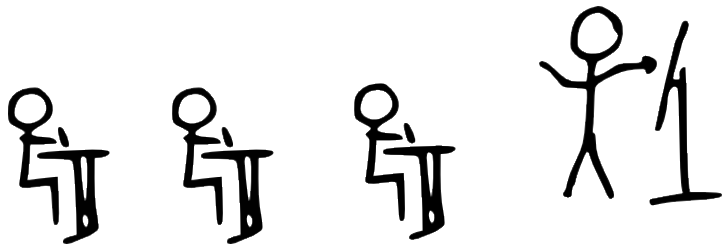
PROJECT ~~HUMAN~~ RESOURCE MANAGEMENT

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

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PROJECT QUALITY MANAGEMENT

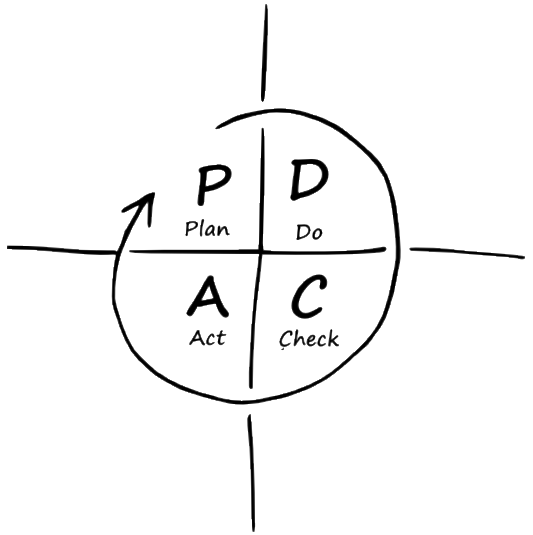
Project Quality Management includes the processes and activities of the performing organization that determine quality policies, objectives, and responsibilities so that the project will satisfy the needs for which it was undertaken. It implements the quality management system through policy and procedures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

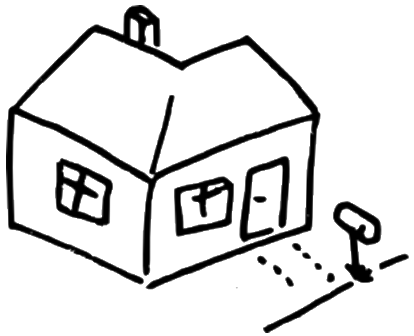
Figure 8-1 provides an overview of the Project Quality Management processes which include the following:

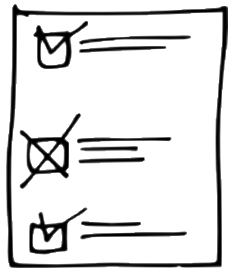
8.1 Plan Quality—The process of identifying quality requirements and/or standards for the project and product, and documenting how the project will demonstrate compliance.

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

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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.

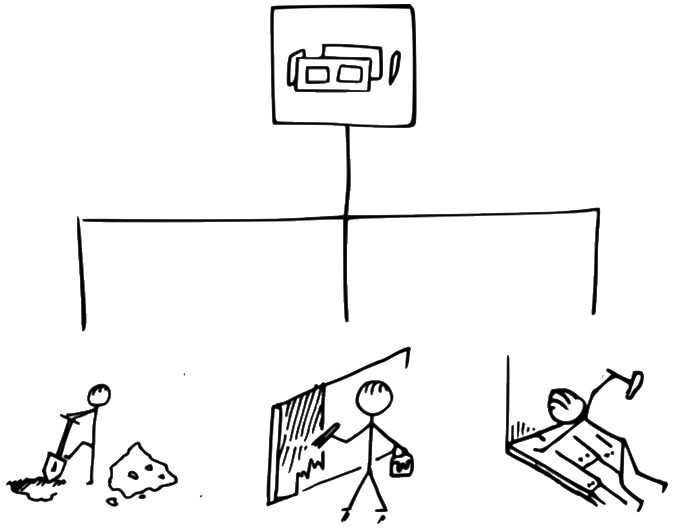
6.2 Sequence Activities—The process of identifying and documenting relationships among the project activities.

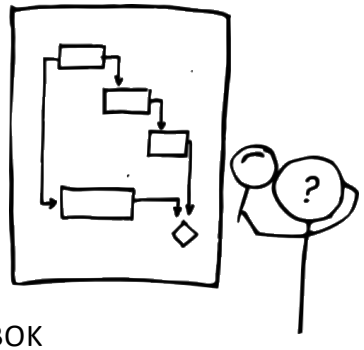
6.3 Estimate Activity Resources—The process of estimating the type and quantities of material, people, equipment, or supplies required to perform each activity.

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.





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extracted from PMBOK

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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.

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6 Project Schedule Management

6.1 Plan Schedule Management

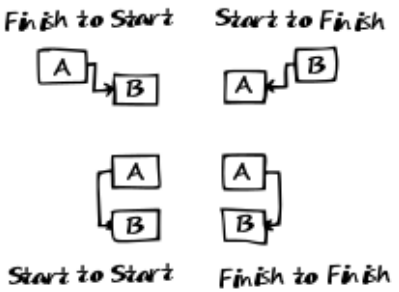
ESTIMATING:

- Expert judgment
- Analogous estimating
- Parametric estimating
- Three-point estimates
- Group decision making techniques
- Reserve analysis

Bottom up estimating

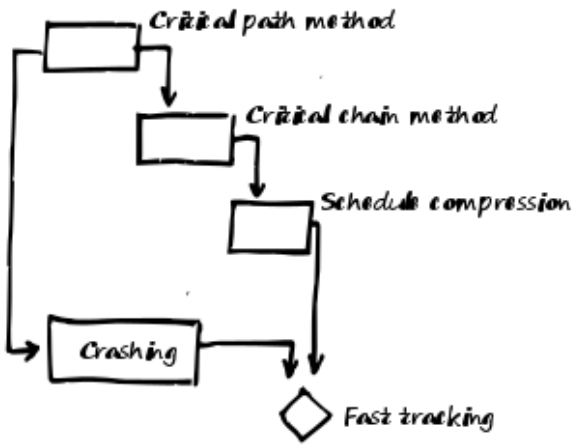
6.2 Define Activities

6.3 Sequence Activities

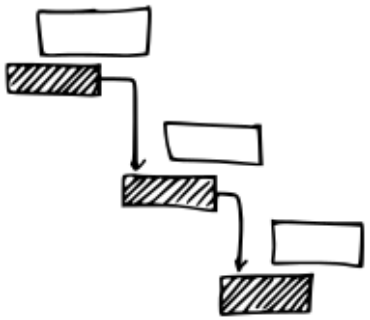


6.4 Estimate Activity Durations

6.5 Develop Schedule



6.6 Control Schedule



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.

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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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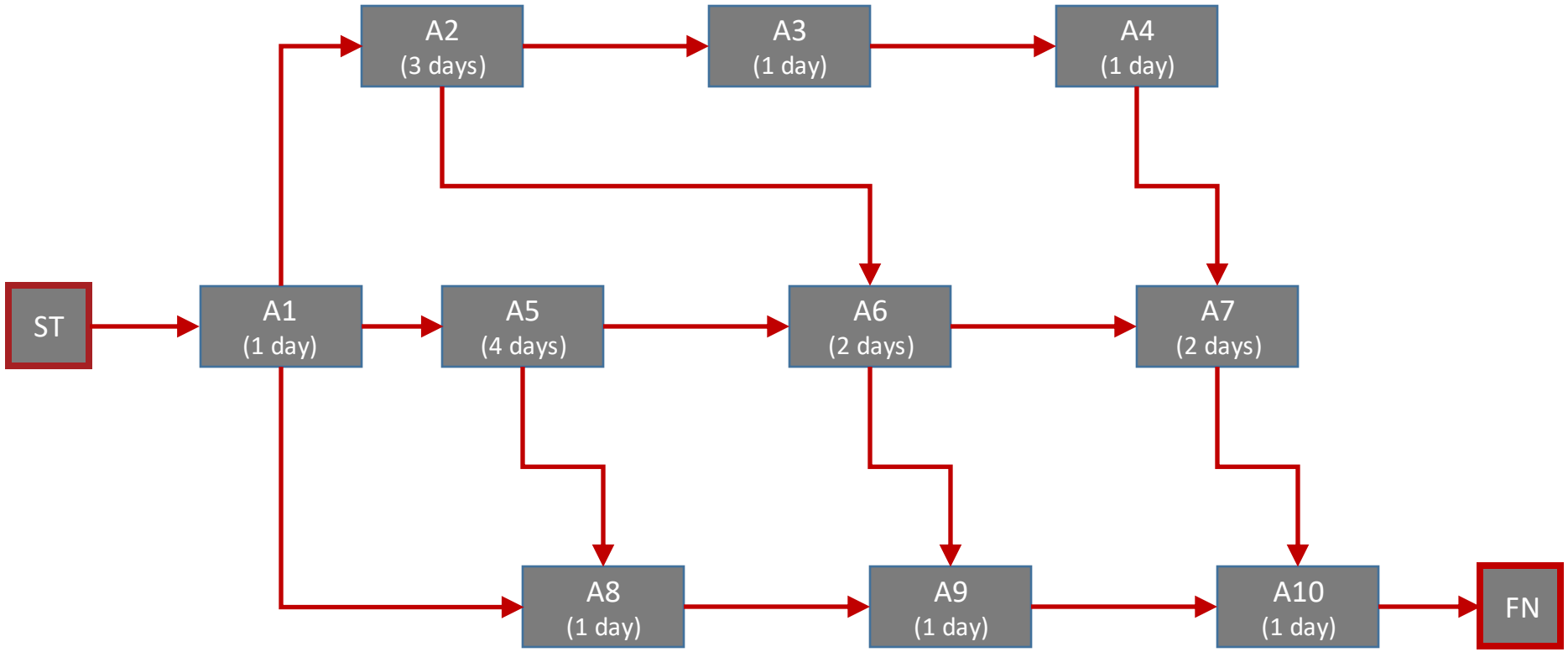
Network diagram



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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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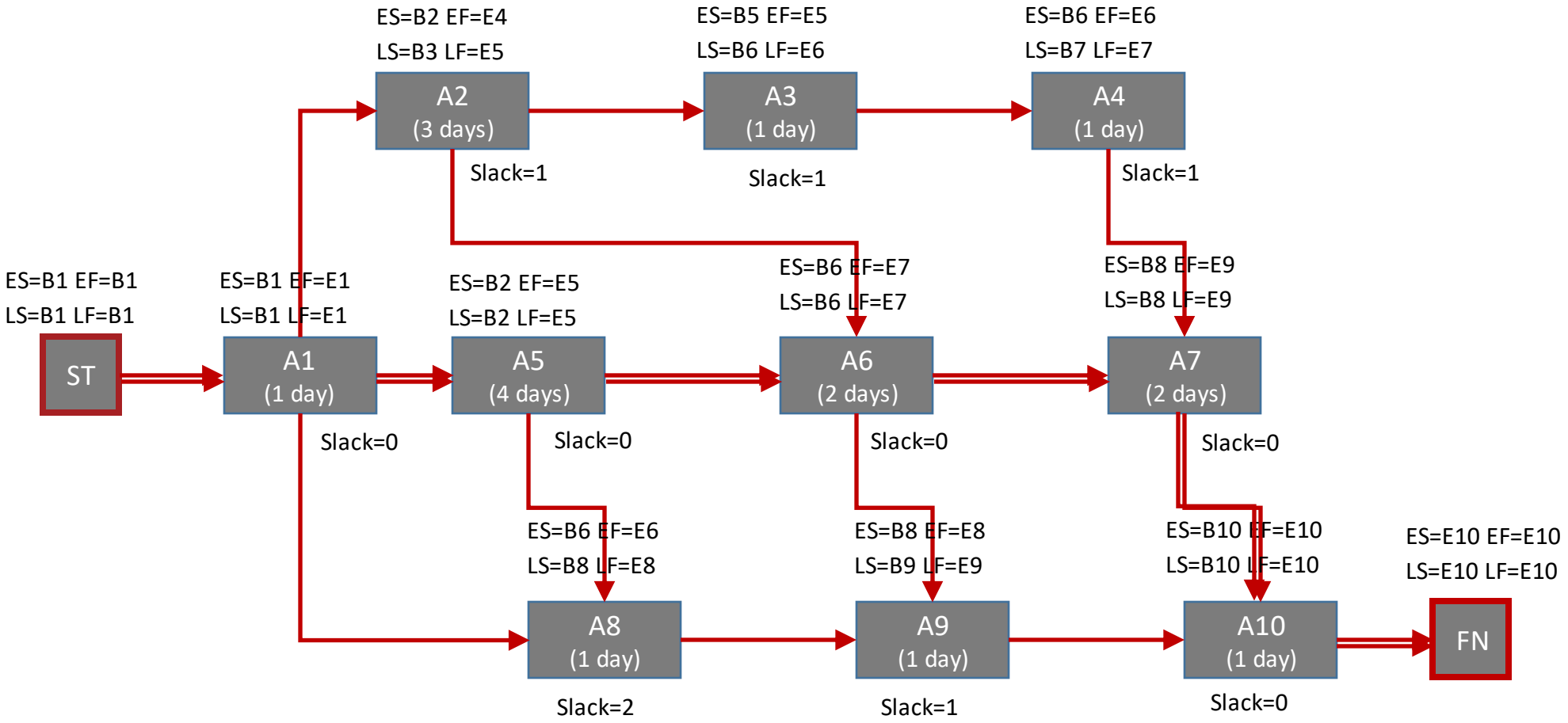
Critical path method (CPM)



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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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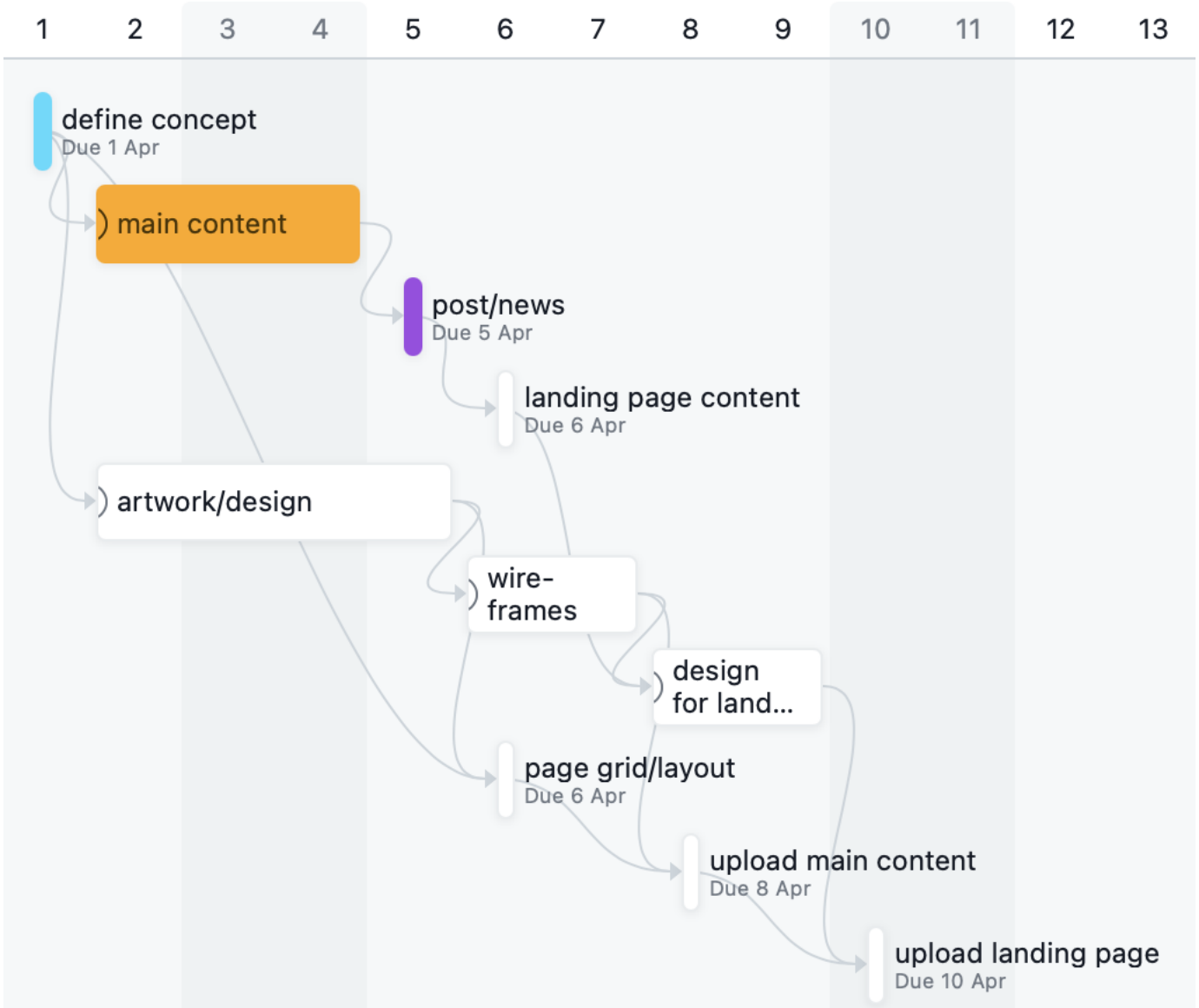
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define concept
Due 1 Apr
main content
post/news
Due 5 Apr
landing page content
Due 6 Apr
artwork/design
wire-
frames
design
for land...
page grid/layout
Due 6 Apr
upload main content
Due 8 Apr
upload landing page
Due 10 Apr

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.. is that it?

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

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Pergunta:

Review (what is the)

(Última edição: sábado, 11 de março de 2023 às 05:03)

Resposta:

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:

Startup Mission & Vision (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%)

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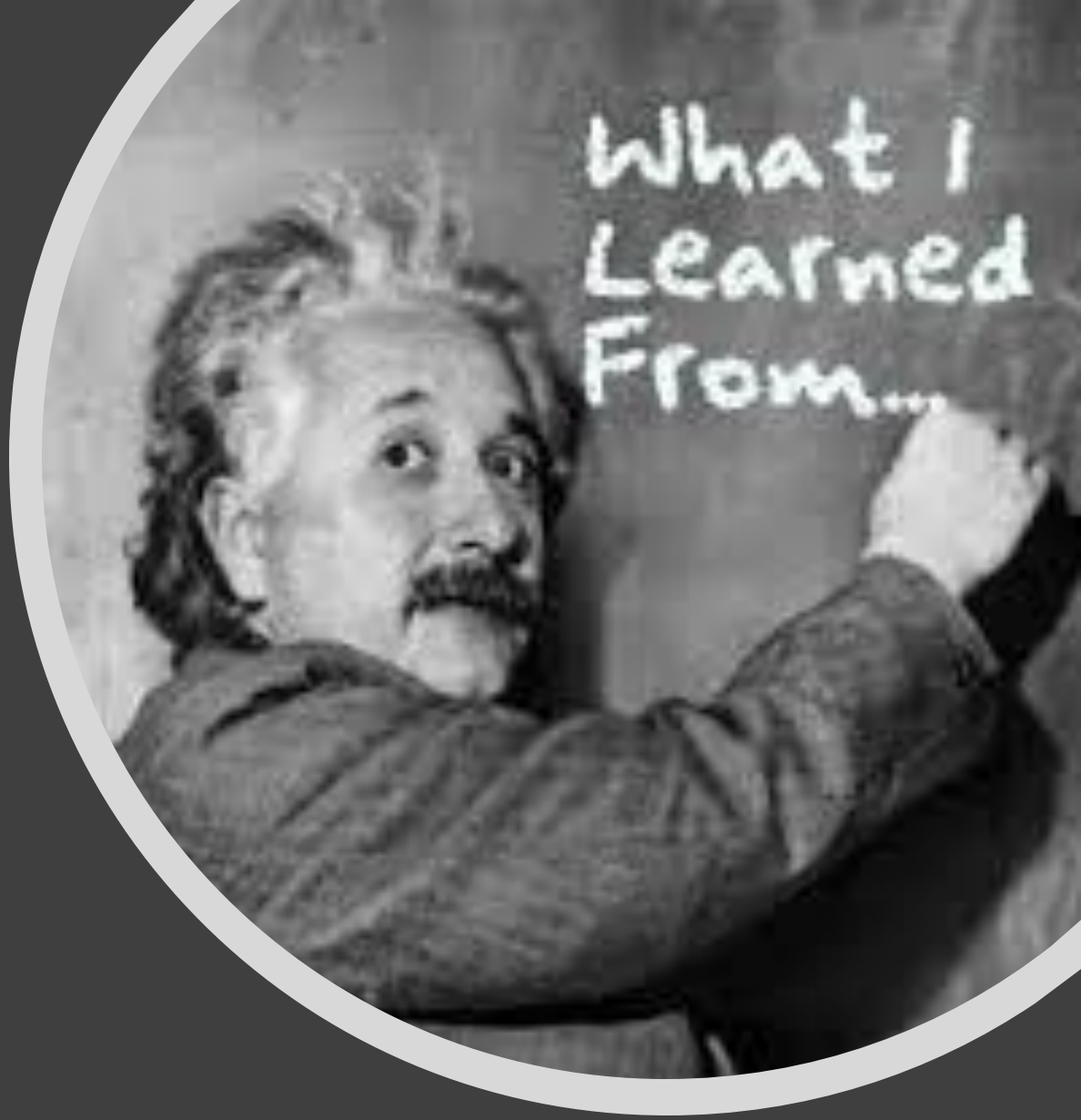
- Project assignments always have deadlines!
- Make sure you define activities and milestones clearly.
- Monitor critical-path activities closely.
- Your project can have two or more critical paths at the same time.
- *slack time* is defined as the amount of time an activity or milestone can be delayed 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

14:30 Start-ups and business models

16:00 Work & Meetings with Clients & Supervisors