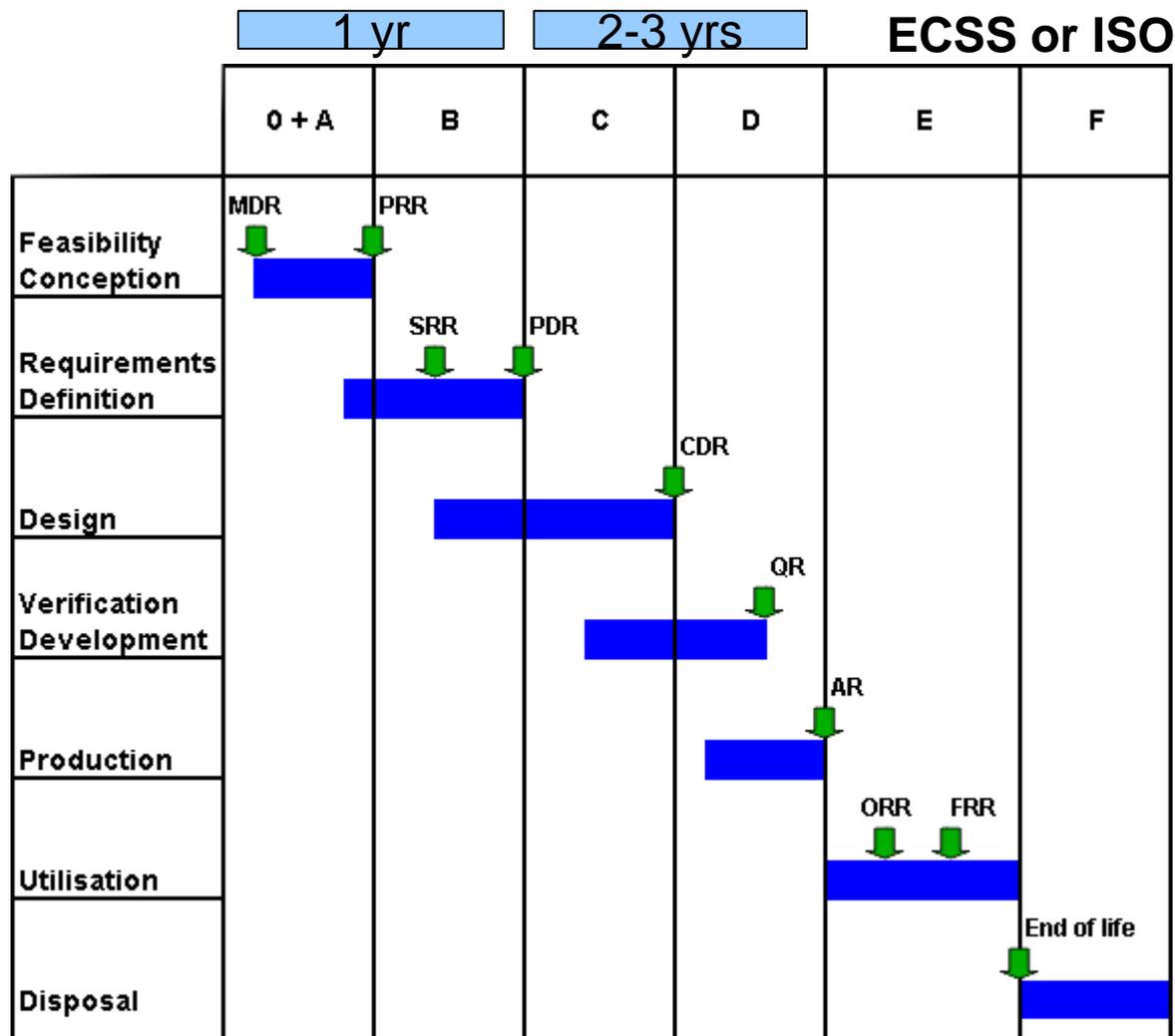


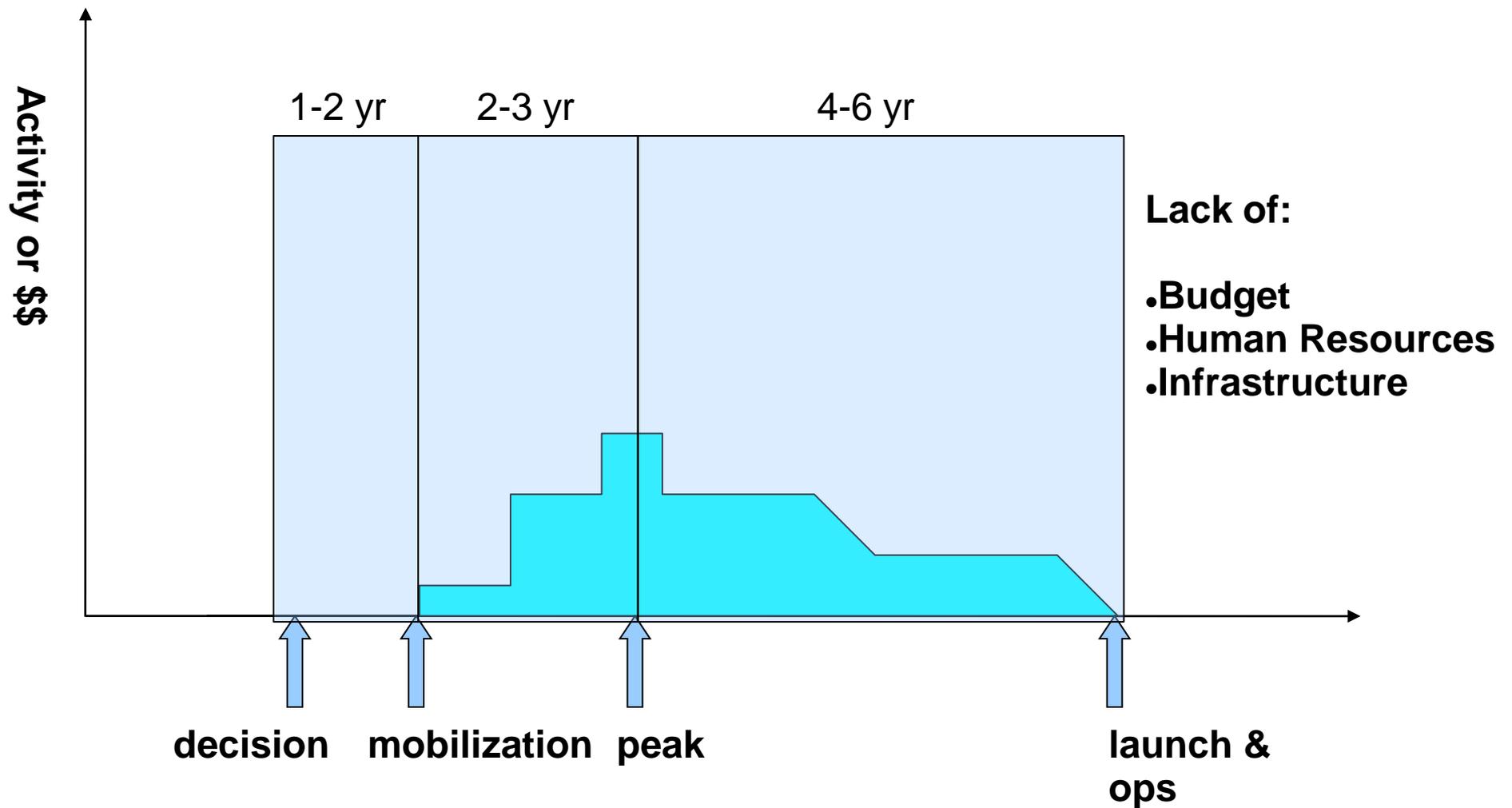
Project Management: Brazilian Experience

Himilcon de Castro Carvalho, AEB

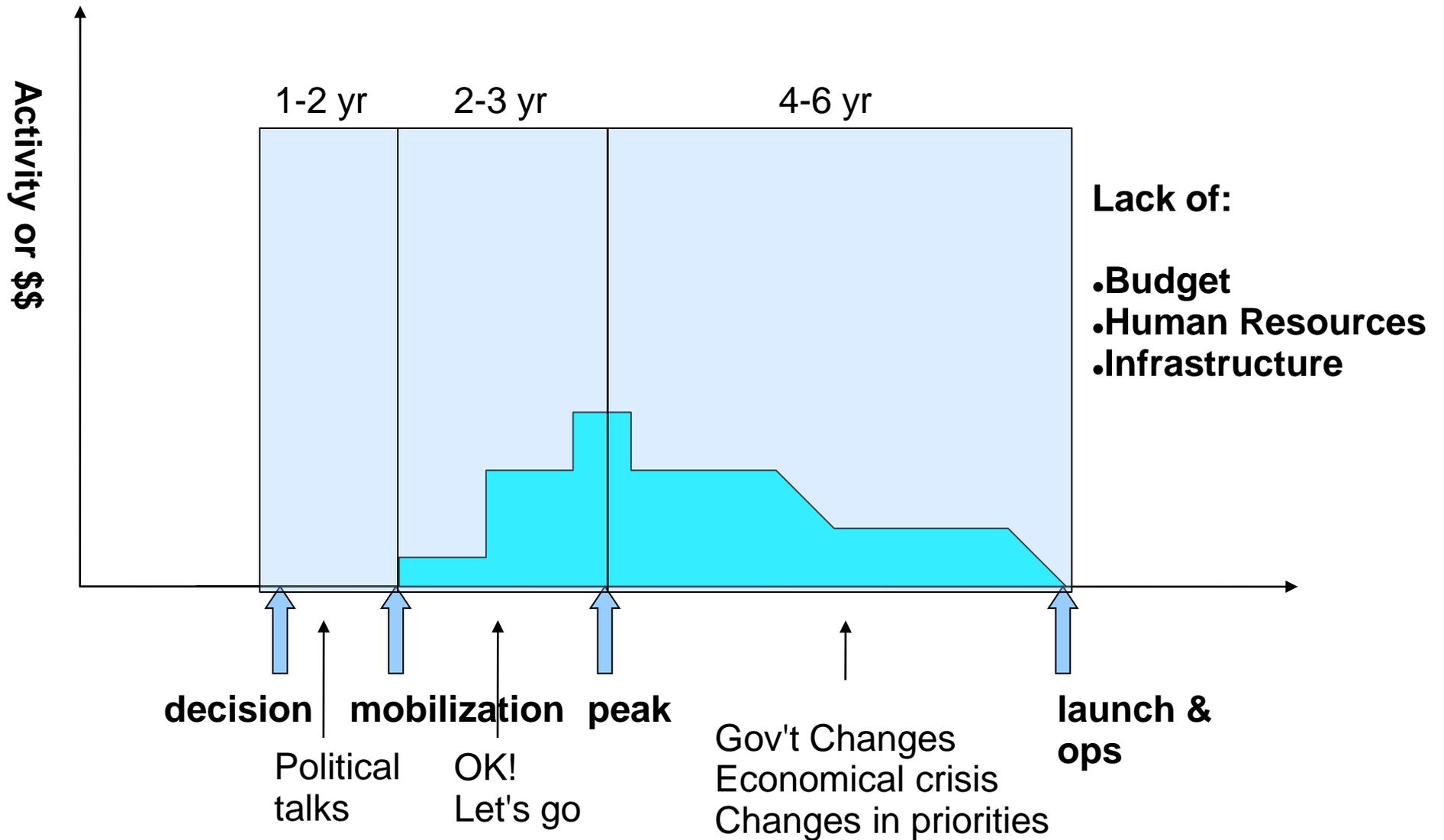
“Classic” Project Phasing & Planning



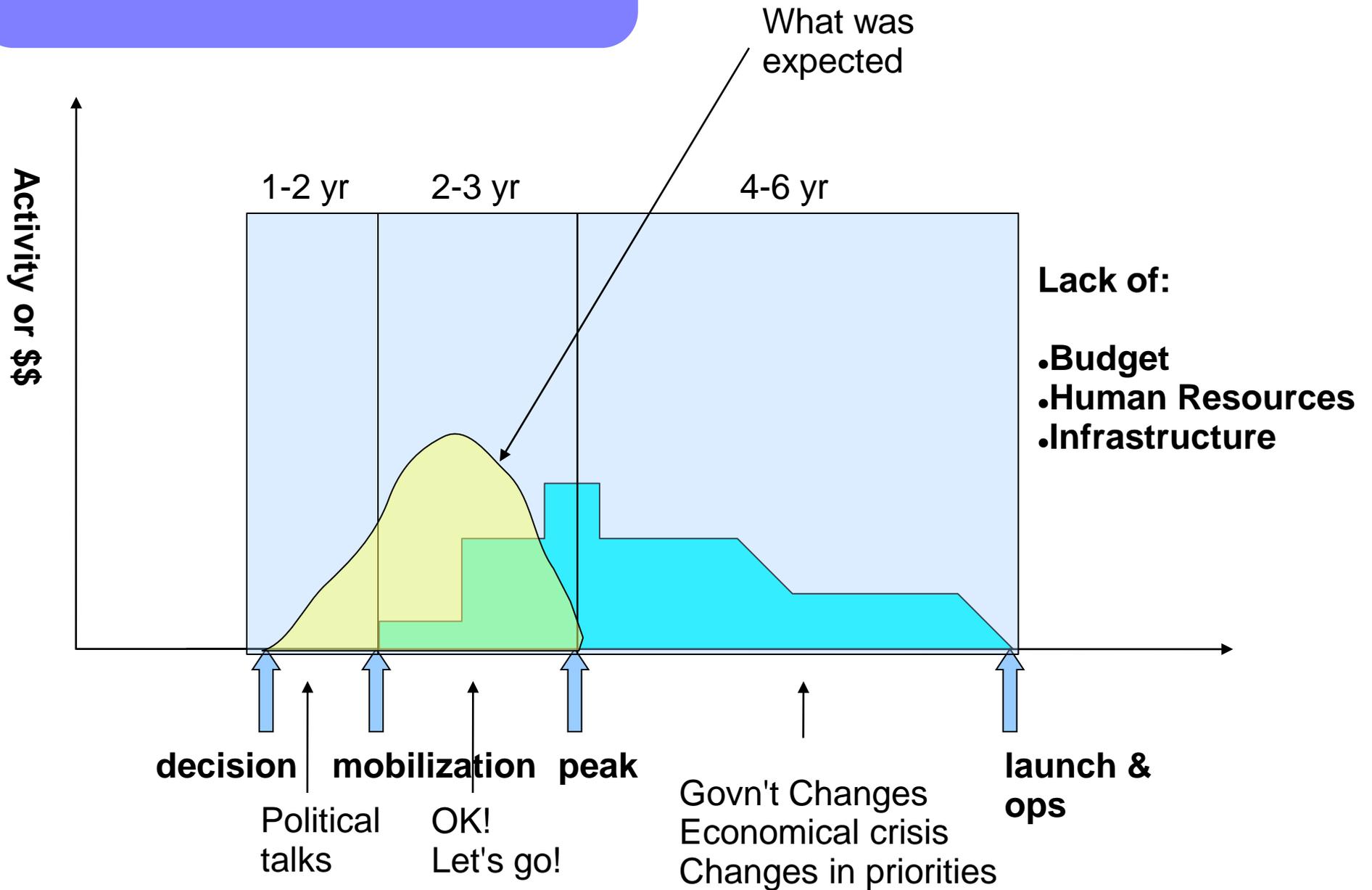
Reality



Reality

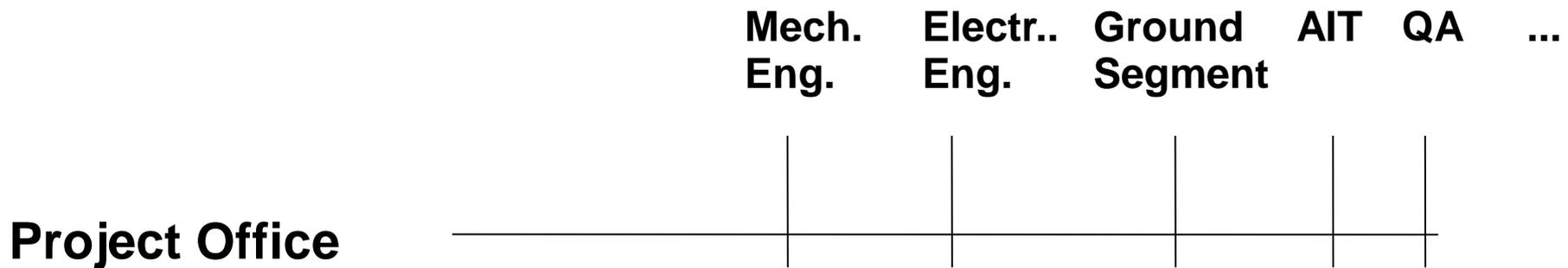


Reality



Project Organization

Strong Matrix Structure (80' – 90')



Project Office = Management + Systems Engineering

QA, AIT, Ground Seg. completely dedicated to this single project

Project Organization

Weak Matrix Structure

(90' – 00')

Systems Eng. Mech. Eng. Electr. Eng. Ground Segment AIT QA ...

Project Office 1

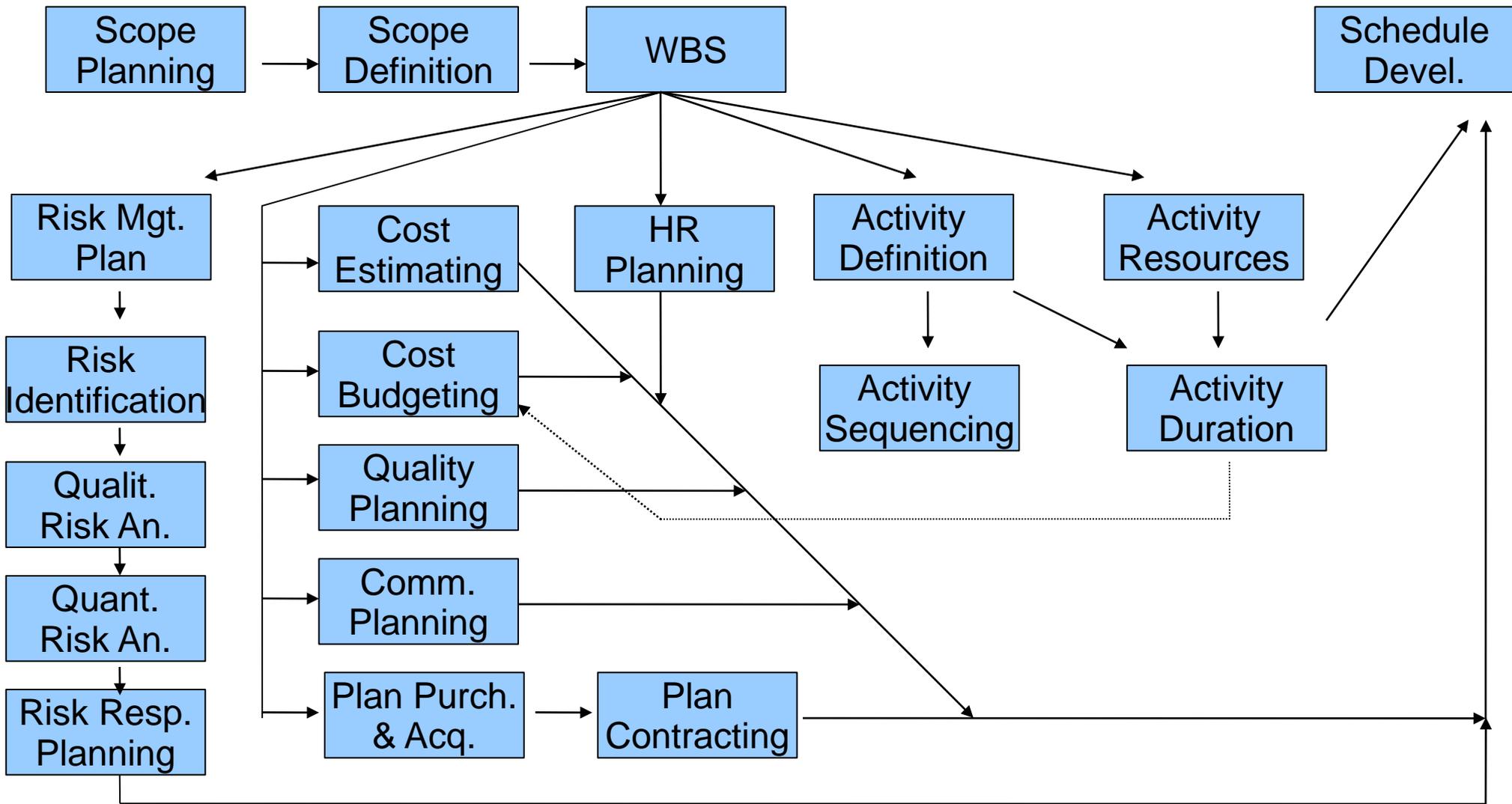
Project Office 2

Project Office 3

	Systems Eng.	Mech. Eng.	Electr. Eng.	Ground Segment	AIT	QA	...
Project Office 1							
Project Office 2							
Project Office 3							

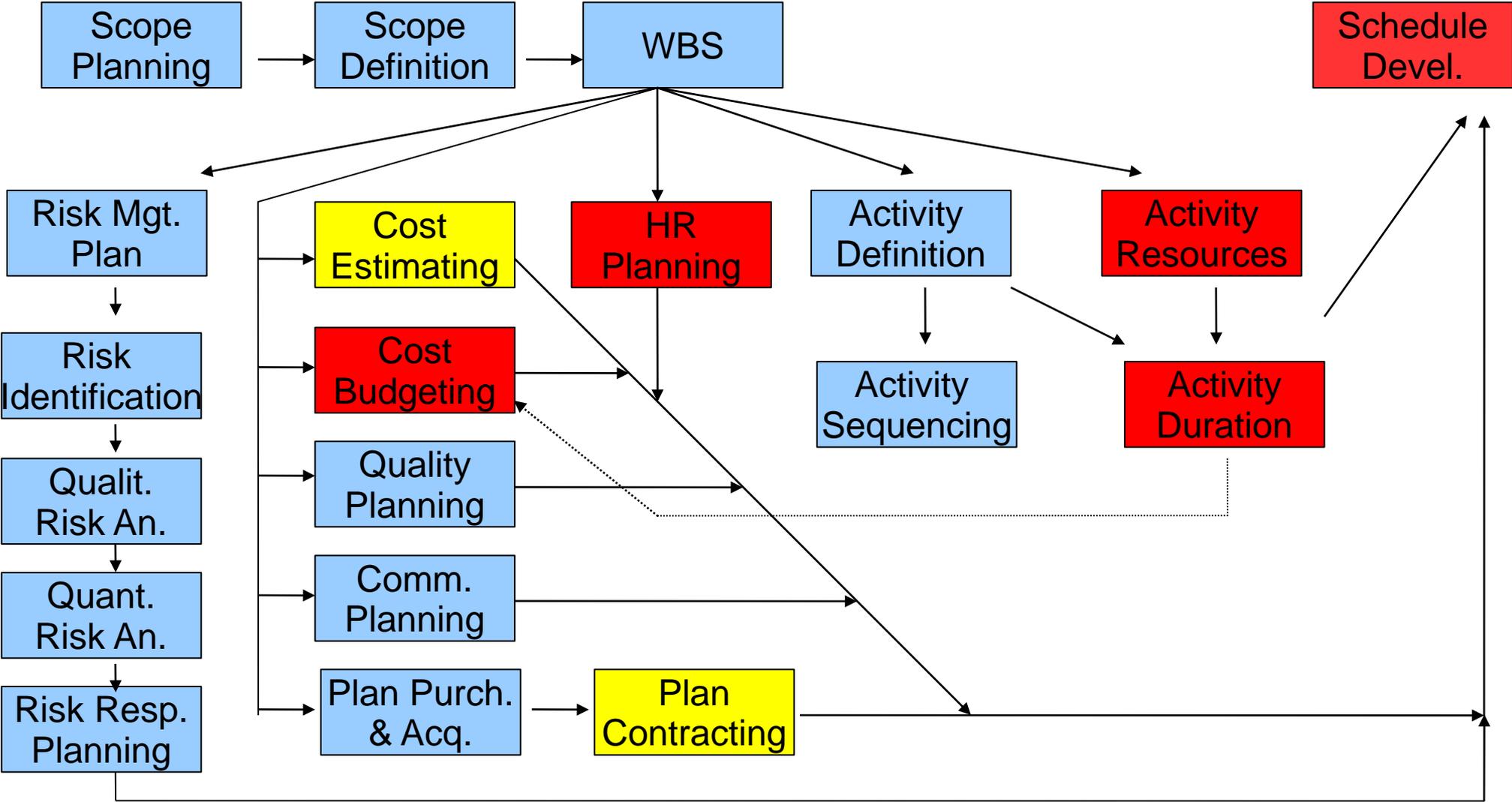
Competition for project resources, human resources and budget

Planning



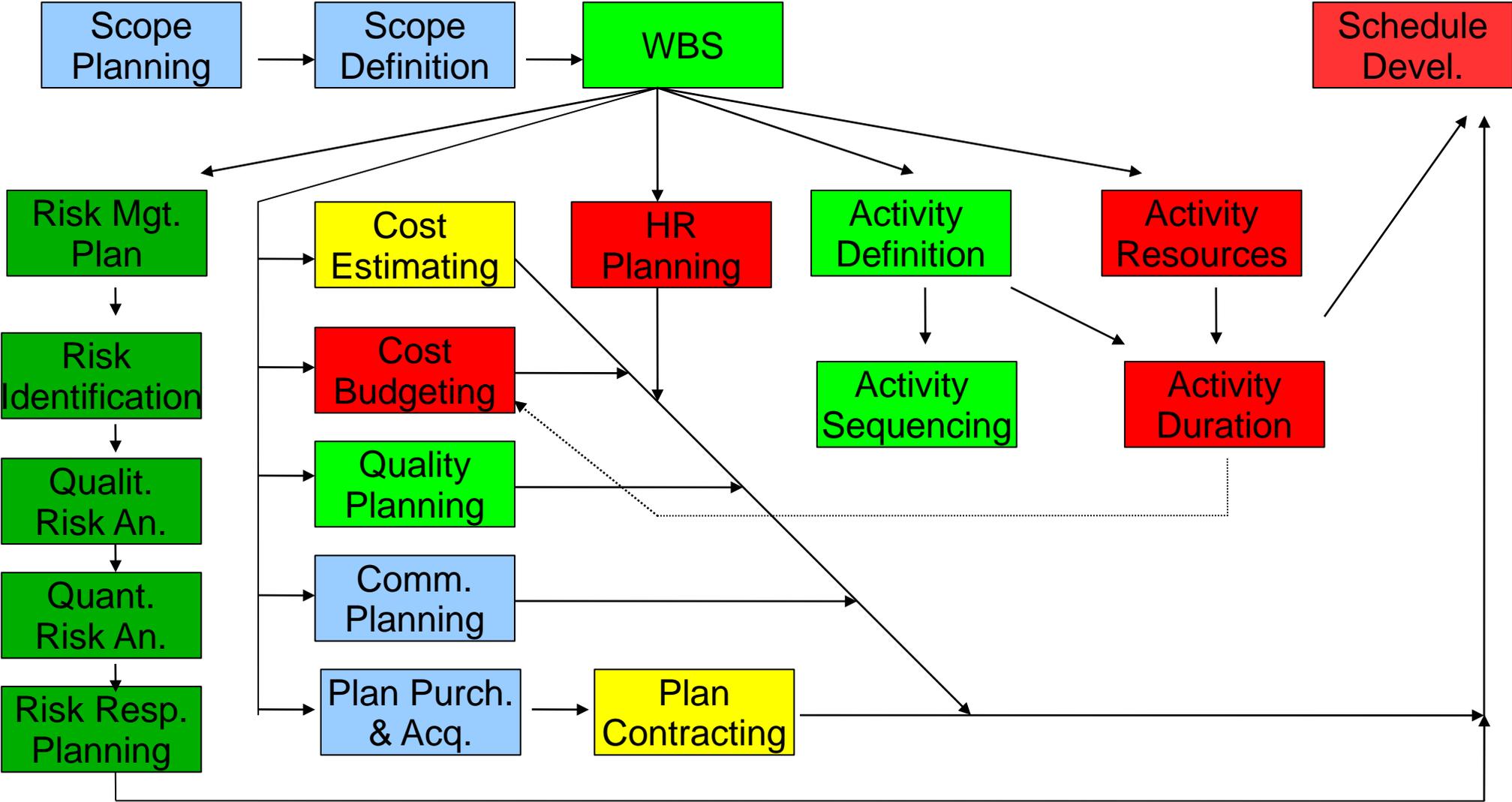
Planning

● “out of control” variables
● “under relative control” variables



Planning

- “out of control” variables
- “under relative control” variables
- and ● focus



Impacts

PM under severe HR and Budget Restrictions

- **Low responsiveness**
 - **Schedules not used as actual management tool**
 - **Small number of concurrent projects**
 - **Low industry dynamics**
-
- **Focus on WBS**
 - **Focus on Activity Definition & Sequencing**
 - **Focus on Quality/Verification Planning**
 - **Special focus on Risk Planning**

Thank you!

Himilcon de Castro Carvalho
Director of Space Policy and Strategic Investments
Brazilian Space Agency
himilcon@ae.gov.br