Project Management: Brazilian Experience

Himilcon de Castro Carvalho, AEB
“Classic” Project Phasing & Planning

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<tr>
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<th>1 yr</th>
<th>2-3 yrs</th>
<th>ECSS or ISO</th>
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MDR, PRR, SRR, PDR, CDR, OR, AR, ORR, FRR, End of life
Reality

Lack of:
- Budget
- Human Resources
- Infrastructure
Reality

Lack of:
- Budget
- Human Resources
- Infrastructure

Activity or $$

- decision
- mobilization
- peak
- launch & ops

1-2 yr
2-3 yr
4-6 yr

Political talks
OK! Let's go
Gov't Changes
Economical crisis
Changes in priorities
Reality

What was expected

Activity or $$

Lack of:
- Budget
- Human Resources
- Infrastructure

1-2 yr
2-3 yr
4-6 yr

decision
mobilization
peak

Political talks
OK! Let's go!

Govn't Changes
Economical crisis
Changes in priorities

launch & ops
Project Organization

Strong Matrix Structure
(80' – 90')

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

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Project Office

Project Office = Management + Systems Engineering

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

### Weak Matrix Structure (90' – 00')

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Competition for project resources, human resources and budget
Impacts

PM under severe HR and Budget Restrictions

- Low responsivity
- 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!

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