

Gestão de Empreendimentos(Project Management)




PCC 5954

Flavia R. de Souza

OBJETIVO: Discutir o assunto Gestão de Empreendimentos de Construção por meio dos conceitos associados, revisar os guias com boas práticas e exercícios e revisar algumas das discussões atuais sobre gestão de empreendimentos

Agenda:

1. Exercícios Aula 1 – 45 min
2. Conceitos Gerais- 15 min
3. Discussão 1: 15min 
4. Processos e Ciclo de Vida: 30 min
5. Intervalo- 15 min
6. Guias de Boas Práticas (PM²-PRINCE PMBoK)– 15 min
7. As discussões que realmente importam na gestão de empreendimentos – 30min
8. Exercício da Aula

VAMOS FALAR SOBRE PROJECT????

Qual o tipo de Project?

Quem é o cliente?

Quais as partes e quais os respectivos interesses ?

Quais as restrições?

Qual o escopo?

O ESCOPO PODE SER DIVIDIDO
EM PARTES OU ENTREGÁVEIS
INTERMEDIÁRIOS?
SE SIM QUAIS?

https://www.ted.com/talks/amit_sood_building_a_museum_of_museums_on_the_web



Tour virtual

Esforço para se atingir um objetivo específico por meio de um conjunto único de tarefas inter-relacionadas e da utilização eficaz de recursos.

O objetivo deve ser bem definido – resultados ou produtos esperado. O objetivo costuma ser definido em termos de escopo, cronograma e custos.

Gido&Clements (2007)



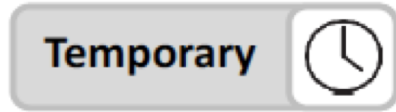
Os empreendimentos caracterizam-se :

- Por sua temporalidade;
- Por fornecer um produto singular;
- Por suas restrições : orçamentárias, técnicas, por parte do cliente, etccc

Maximiano(2002)



CARACTERÍSTICAS DE UM EMPREENDIMENTO (PROJECT)



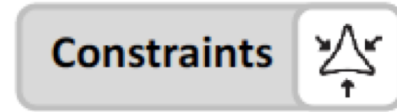
Start & End



Non routine



Product or Service



Time, Cost, Quality...

Projetos diferem de atividades/ processos sequenciais e demandam uma organização temporária para:

- 1. Definir o seu escopo e entregas intermediárias;**
- 2. Avaliar a sua viabilidade por meio de um business case;**
- 3. Identificar as partes, suas influências e também o time do projeto;**
- 4. Criar os planos do projeto de modo a possibilitar a gestão da sua execução;**
- 5. Definir os times de trabalho;**
- 6. Realizar as suas entregas e ao final do ciclo de vida, encerrar o project.**

A administração de um empreendimento abrange dois problemas principais:

- **A sua administração em si** com objetivo de levar à diante a sua realização, para no final do seu ciclo entregar o produto ou serviço encomendado.
- **Administrar o empreendimento em um contexto organizacional**. A gestão do empreendimento exige consenso, formação e coordenação de equipes, divisão de responsabilidades, apoio da alta administração, coordenação de fornecedores, entre outros.



Maximiano(2002)



PARTES ENVOLVIDAS
PARTES INFLUENCIADAS
SOCIEDADE
CLIENTE
PATROCINADOR
INVESTIDORES

CONHECIMENTO
TÁCITO
PROFISSIONAIS

ESTRUTURAS/
GOVERNANÇA

CONHECIMENTO
EXPLÍCITO
POLÍTICAS, PROCESSOS, PLANOS

TEMPO/ CUSTO/
TECNOLOGIA

COMPLEXIDADE
MULTIDISCIPLINARIDADE
TECNICIDADE
DIVERSIDADE E ORIGEM DAS
INFORMAÇÕES

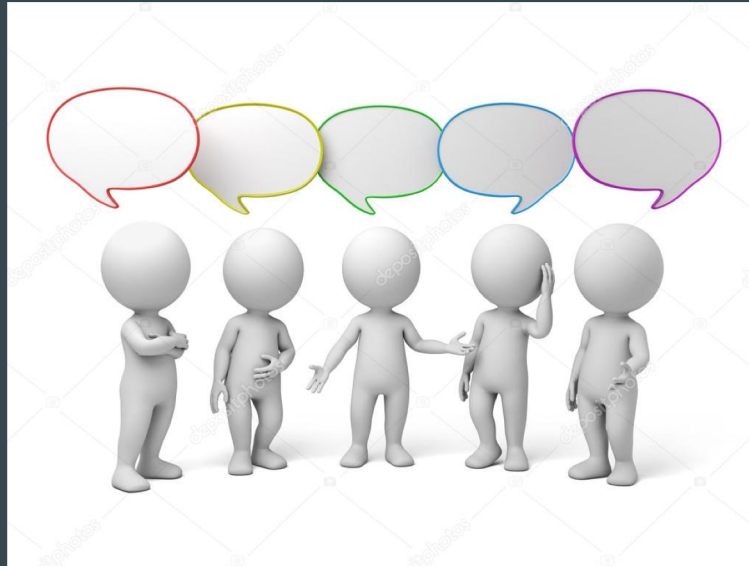
**ATENDER O ESCOPO
SEUS
REQUISITOS
PREMISSAS
RESTRIÇÕES**

COMUNICAÇÃO
COLABORAÇÃO
HIERARQUIA
ESPECIALIZAÇÃO
INTEGRAÇÃO
TRANSPARÊNCIA

INCERTEZAS
MUDANÇAS
RISCOS



Discussão



Por quais razões um projeto é iniciado?

- Solicitação de um cliente para uma : **INSTALAÇÃO OPERACIONAL, UM NOVO PRODUTO, UM NOVO SERVIÇO, UMA METODOLOGIA;**
- Uma demanda ou oportunidade de produto ou serviço: **P&D**
- Uma integração organizacional ou a criação de uma unidade organizacional;
- Extinção ou descomissionamento de uma unidade operacional;
- Uma campanha para conscientização (cultura, missão, procedimento): **uso dos Think Tanks são bastante apropriados para esta situação;**
- A migração de um Sistema de Informações.

DISCUSSÃO 1

E na construção Civil?????

Quais as possibilidades ??????



DISCUSSÃO 1

As tecnologias disponíveis e condições/ distanciamentos geográficos ajudam na gestão de empreendimentos de construção ou tornam a sua gestão mais complexa?



PROCESSOS E CICLO DE VIDA



INÍCIO

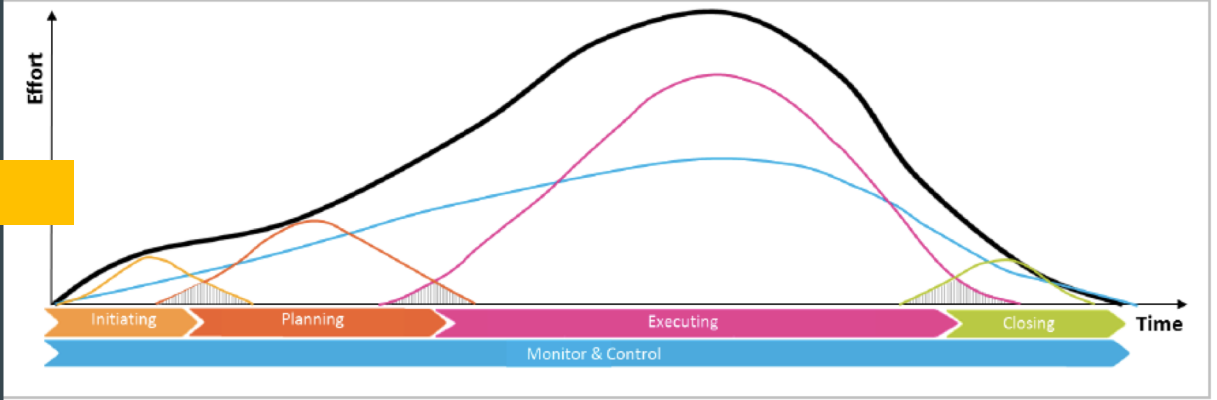


Fig 3.2 The PM² project lifecycle: overlapping of phase-related activities

https://ec.europa.eu/isa2/solutions/open-pm2_en

PLANEJAMENTO



Demanda do Cliente



Definição do Escopo



Avaliação da sua viabilidade



Identificar os conhecimentos e processos necessários



PLANEJAMENTO

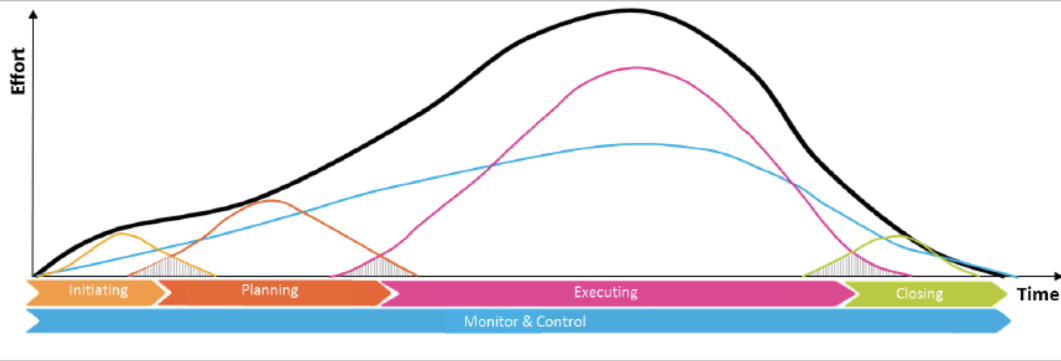
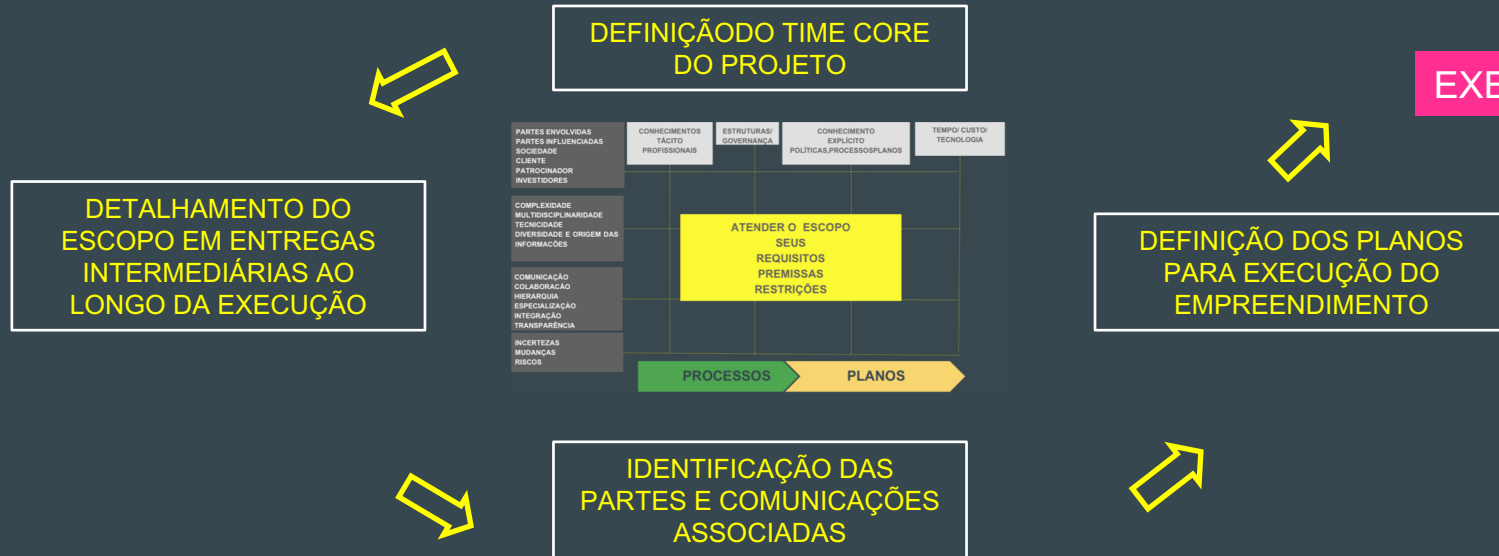


Fig 3.2 The PM² project lifecycle: overlapping of phase-related activities

https://ec.europa.eu/isa2/solutions/open-pm2_en



EXECUÇÃO

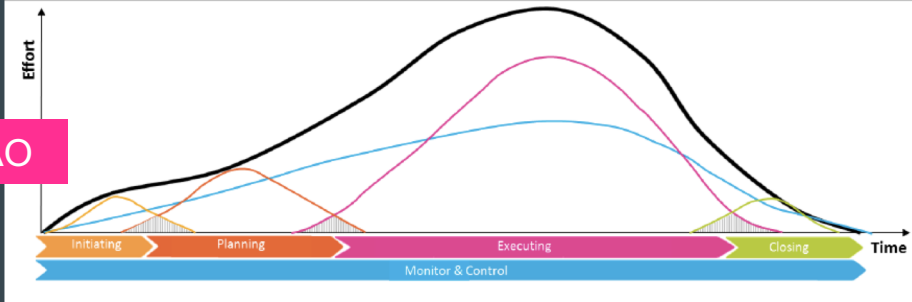


Fig 3.2 The PM² project lifecycle: overlapping of phase-related activities



FINALIZAÇÃO

FINALIZAÇÃO

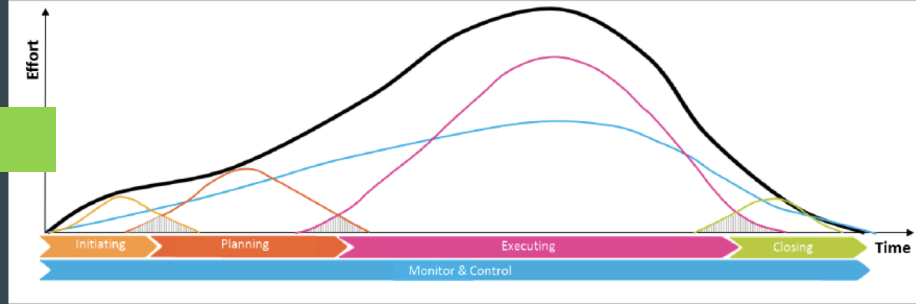


Fig 3.2 The PM² project lifecycle: overlapping of phase-related activities

https://ec.europa.eu/isa2/solutions/open-pm2_en

ENTREGAS,
COMISSONAMENTO
E OPERAÇÃO
ASSISTIDA
CONCLUÍDAS



ENCERRAMENTO
DOS PLANOS E
SISTEMAS
ASSOCIADOS



LIÇÕES
APRENDIDAS



FORMALIZAÇÃO
DO
ENCERRAMENTO



GUIAS COM BOAS PRÁTICAS





Project Management Methodology

Guide *Open Edition*

*"One common PM Methodology open to all EU Institutions,
Member States, Contractors, and EU Citizens."*

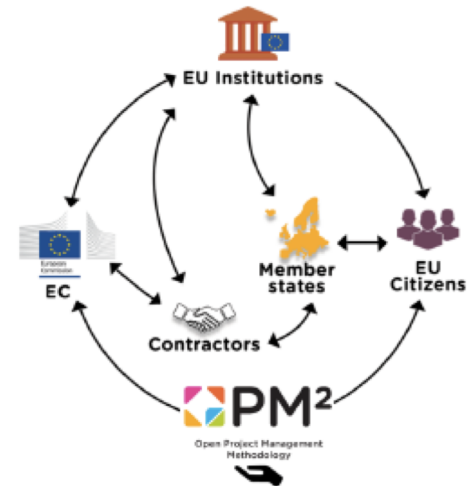


Fig 1.1 Open PM² Synergies

3 Overview of the PM² Methodology

3.1 The House of PM²

The PM² Methodology is built on Project Management best practices and is supported by four pillars:

1. a project governance model (i.e. Roles & Responsibilities)
2. a project lifecycle (i.e. Project Phases)
3. a set of processes (i.e. Project Management activities)
4. a set of project artefacts (i.e. templates and guidelines).

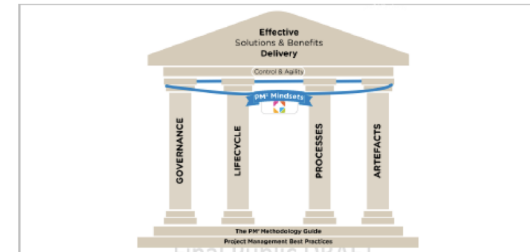


Fig 3.1 The House of PM²



Fig 2.4 Relationships between strategy, project, programme, portfolio and operations

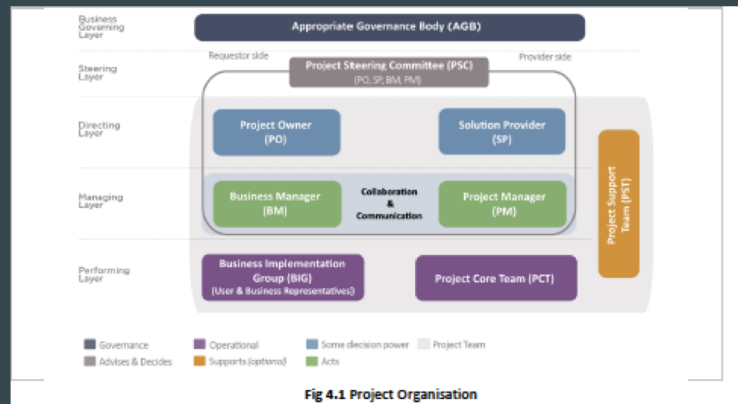


Fig 4.1 Project Organisation

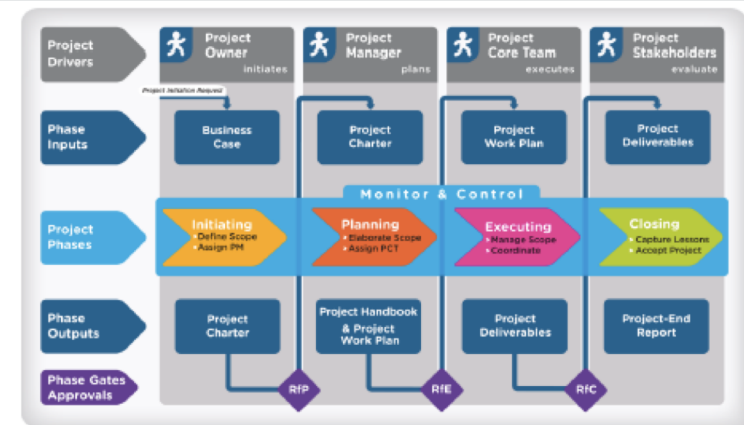


Fig 3.8 PM² Swimlane Diagram

5 Initiating Phase 27

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6.8 Business Implementation Plan 46

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6.3 Project Stakeholder Matrix

The Project Stakeholder Matrix lists all (key) project stakeholders and clarifies their roles in the project. It includes relevant information about each stakeholder, such as contact information and influence on the project. It may also include a classification or categorisation of each stakeholder.

The information captured in the Project Stakeholder Matrix should be tailored to meet the project's needs.

Key Participants	Description
Project Manager (PM)	Prepares the Project Stakeholder Matrix.
Business Manager (BM)	Supports the Project Manager, (PM) particularly with the management of stakeholders on the client side.
Other project stakeholders	Are consulted.

Inputs

- Business Case & Project Charter
- Planning Kick-off Minutes of Meeting

Guidelines

PM² provides a Project Stakeholder Matrix template. The template includes the standard project roles organised into the following groups:

- Teams (e.g. Project Steering Committee (PSC)).
- Roles (e.g. Project Owner (PO), Solution Provider (SP), User Representatives (URs)).
- Support (e.g. Project Support Office (PSO), Assistant Project Manager (APM)).
- Domain-specific or operational roles (e.g. User, Functional Architect, Analyst).

Steps

1. Based on the project's organisational structure, identify all people who will have a role in the project.
2. Assign each person a specific role for the duration of the project, based on the project mode standard Roles & Responsibilities.

RAM (RASC) Matrix	AGB	PSC	PO	BM	UR	SP	PM	PCT
	I	I	A	S	C	I	R	C

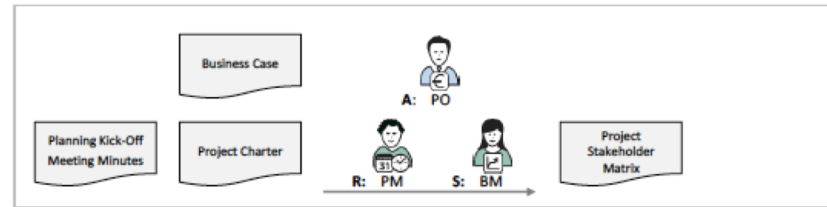


Fig 6.5 Project Stakeholder Matrix — Inputs and main roles

Related Artefacts	Initiating	Planning	Executing	Monitor & Control	Closing
Stakeholder Management	Business Case Project Charter	Project Handbook Outsourcing Plan Communications Management Plan	Project Reports	Project Logs Stakeholders Checklist	Project-End Report

Outputs

- Project Stakeholder Matrix.

PM² Template?



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Appendix E: PM² and Agile

Agile is a collective term used to refer to project methods, in which requirements and solutions evolve through collaboration between self-organising, cross-functional teams. It promotes adaptive planning, evolutionary development, early delivery, continuous improvement and encourages rapid and flexible response to change.

PM² supports the use of Agile practices in projects. And although such practices often already exist in several isolated parts of organisations, it takes a holistic approach and coordinated effort to ensure their success. This is particularly true for larger organisations, where unlike practising Agile in small organisations, there is a need to enable the collaboration between Agile and other (traditional) project approaches, and to comply with the expectations of various governance layers, enterprise architecture and interoperability requirements. Agile PM² aims to provide this support to those who are already applying Agile, or are willing to apply Agile approaches to their projects.

Agile approaches yield impressive results when used in the right context and implemented by the right teams. However, organisations and teams often face challenges related to:

- working in an Agile way while complying with Organisational processes, structures and rules, including organisational wide governance and budgeting rules, programme structures, architecture and interoperability constraints.
- how to use Agile in large or non-co-located teams, or when some of those teams are applying an Agile approach but others are not.

The Agile extension to PM² is designed to help with these challenges. Moreover, incorporating Agile into the overall PM² framework, project management community and culture creates the foundations for organisational agility and organisational learning and improvement.



Fig. E.1: The elements of Agile PM²

E1. Agile PM² Principles

In order to help people gain a better understanding of what Agile is all about, the members of the Agile Alliance created the Agile Manifesto, describing what they mean by Agile in 4 value statements and 12 principles. Agile PM² has adopted these values and principles (with some minor modifications).

The four values comprising the Agile Manifesto are:

1. Individuals and interactions over processes and tools.
2. Working solutions over comprehensive documentation.
3. Stakeholder collaboration over contract negotiation.
4. Responding to change over following a plan.

WHY

PRIN CÍPIOS

Contínua
Justificati
va do
Negócio

Definição
de Papéis
e
Respon
sabilidades

Foco em
produtos

Aprender
com a
experiência

Gerenciar
por
exceção

Gerenciar
por
estágios

Adequar ao
ambiente
do projeto

7-7-7
+
Adequação

WHAT

TEMAS

Business
Case

Mudanças

Organiza
ção

Planos

Progresso

Qualidade

Riscos

HOW

PRO CES SOS

Starting
up a
project

Initiating
a
Project

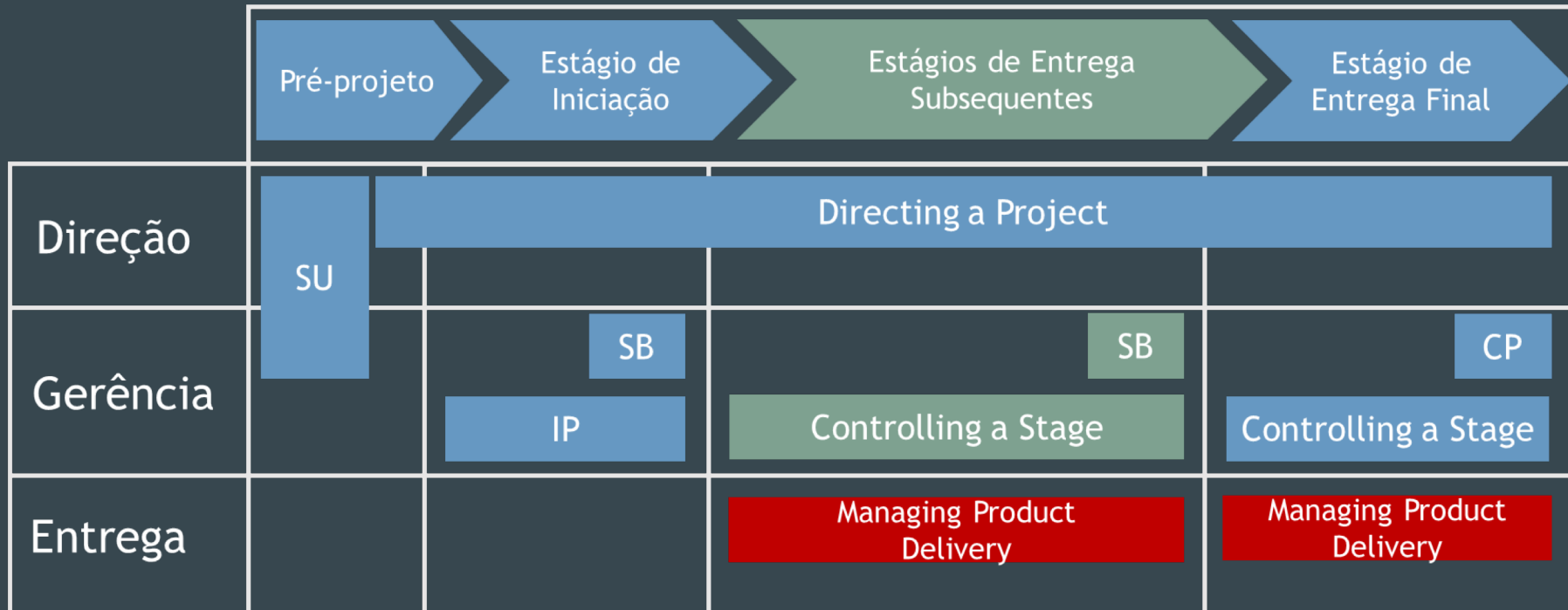
Directing
a Project

Managing
a Stage
Boundary

Control
ling a
Stage

Mana
ging
Product
Delivery

Closing a
Project



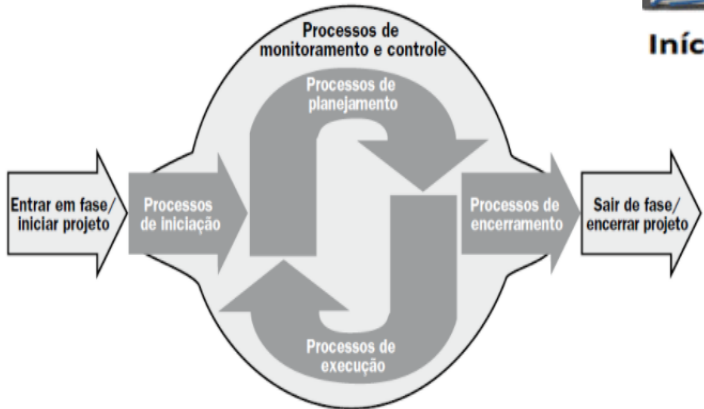
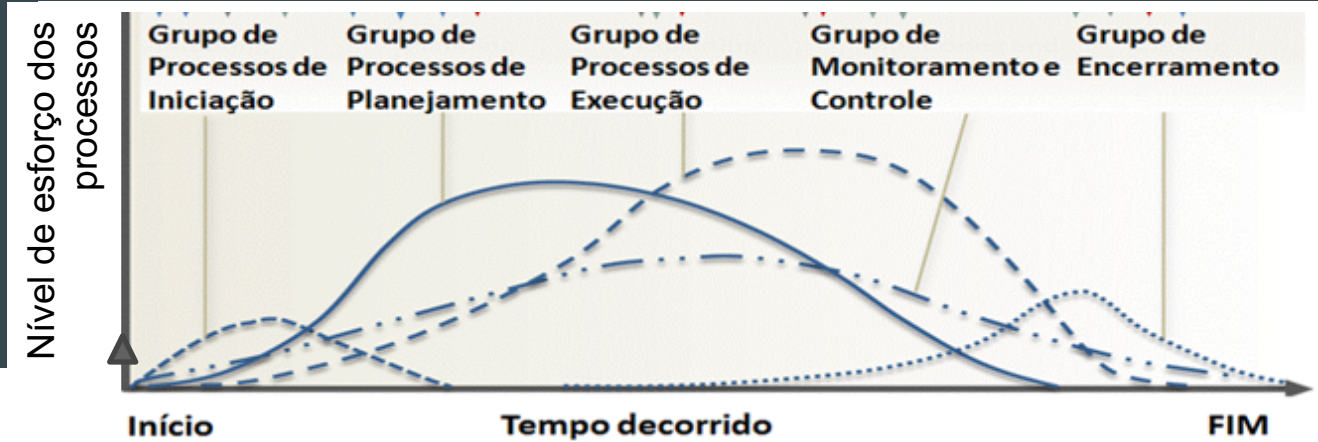
SU = Starting up a Project
 IP = Initiating a Project

SB = Managing a Stage Boundary
 CP = Closing a Project

5 **10**

GRUPOS DE PROCESSOS

ÁREAS DE CONHECIMENTO



ÁREAS DE CONHECIMENTO

- INTEGRAÇÃO
- ESCOPO
- CRONOGRAMA
- CUSTO
- COMUNICAÇÃO
- RISCO
- QUALIDADE
- RECURSOS
- AQUISIÇÕES
- PARTES INTERESSADAS

GUIAS BOAS PRÁTICAS DE GESTÃO DE PROJETOS

PMBOK (PROJECT MANAGEMENT BODY OF KNOWLEDGE) (PMI, 2017)

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PROCESSOS

Áreas de conhecimento	Grupos de processos de gerenciamento de projetos				
	Grupo de processos de iniciação	Grupo de processos de planejamento	Grupo de processos de execução	Grupo de processos de monitoramento e controle	Grupo de processos de encerramento
4. Gerenciamento da integração do projeto	4.1 Desenvolver o Termo de Abertura do Projeto	4.2 Desenvolver o Plano de Gerenciamento do Projeto	4.3 Orientar e Gerenciar o Trabalho do Projeto 4.4 Gerenciar o Conhecimento do Projeto	4.5 Monitorar e Controlar o Trabalho do Projeto 4.6 Realizar o Controle Integrado de Mudanças	4.7 Encerrar o Projeto ou Fase
5. Gerenciamento do escopo do projeto		5.1 Planejar o Gerenciamento do Escopo 5.2 Coletar os Requisitos 5.3 Definir o Escopo 5.4 Criar a EAP		5.5 Validar o Escopo 5.6 Controlar o Escopo	
6. Gerenciamento do cronograma do projeto		6.1 Planejar o Gerenciamento do Cronograma 6.2 Definir as Atividades 6.3 Sequenciar as Atividades 6.4 Estimar as Durações das Atividades 6.5 Desenvolver o Cronograma		6.6 Controlar o Cronograma	
7. Gerenciamento dos custos do projeto		7.1 Planejar o Gerenciamento dos Custos 7.2 Estimar os Custos 7.3 Determinar o Orçamento		7.4 Controlar os Custos	

Áreas de conhecimento	Grupos de processos de gerenciamento de projetos				
	Grupo de processos de iniciação	Grupo de processos de planejamento	Grupo de processos de execução	Grupo de processos de monitoramento e controle	Grupo de processos de encerramento
8. Gerenciamento da qualidade do projeto		8.1 Planejar o Gerenciamento da Qualidade	8.2 Gerenciar a Qualidade	8.3 Controlar a Qualidade	
9. Gerenciamento dos recursos do projeto		9.1 Planejar o Gerenciamento dos Recursos 9.2 Estimar os Recursos das Atividades	9.3 Adquirir Recursos 9.4 Desenvolver a Equipe 9.5 Gerenciar a Equipe	9.6 Controlar os Recursos	
10. Gerenciamento das comunicações do projeto		10.1 Planejar o Gerenciamento das Comunicações	10.2 Gerenciar as Comunicações	10.3 Monitorar as Comunicações	
11. Gerenciamento dos riscos do projeto		11.1 Planejar o Gerenciamento dos Riscos 11.2 Identificar os Riscos 11.3 Realizar a Análise Qualitativa dos Riscos 11.4 Realizar a Análise Quantitativa dos Riscos 11.5 Planejar as Respostas aos Riscos	11.6 Implementar Respostas aos Riscos	11.7 Monitorar os Riscos	
12. Gerenciamento das aquisições do projeto		12.1 Planejar o Gerenciamento das Aquisições	12.2 Conduzir as Aquisições	12.3 Controlar as Aquisições	
13. Gerenciamento das partes interessadas do projeto	13.1 Identificar as Partes Interessadas	13.2 Planejar o Engajamento das Partes Interessadas	13.3 Gerenciar o Engajamento das Partes Interessadas	13.4 Monitorar o Engajamento das Partes Interessadas	

MUDANÇAS ENTRE A 6ª Ed. (2017) E A 7ª Ed. (2020) do PMBOK

PMBOK® Guide – Sixth Edition

A Guide to the Project Management Body of Knowledge:

- Introduction, Project Environment, and Role of the Project Manager
- Knowledge Areas
 - Integration Management
 - Scope
 - Schedule
 - Cost
 - Quality
 - Resources
 - Communications
 - Risk
 - Procurement
 - Stakeholders

The Standard for Project Management:

- Initiating
- Planning
- Executing
- Monitoring and Controlling
- Closing

Appendices, Glossary, and Index

PMBOK® Guide – Seventh Edition

The Standard for Project Management:

- Introduction
- Project Delivery Principles
 - Stewardship
 - Team
 - Stakeholders
 - Value
 - Holistic thinking
 - Leadership
- Value Delivery System
 - Tailoring
 - Quality
 - Complexity
 - Opportunities and threats
 - Adaptability and resilience
 - Change management

A Guide to the Project Management Body of Knowledge:

- Performance Domains:
 - Team
 - Stakeholders
 - Life cycle
 - Planning
 - Navigating Uncertainty and Ambiguity
 - Delivery
 - Performance
 - Project Work

- Tailoring
- Models, Methods, and Artifacts

Appendices, Glossary, and Index

Standards Plus Digital Content Platform

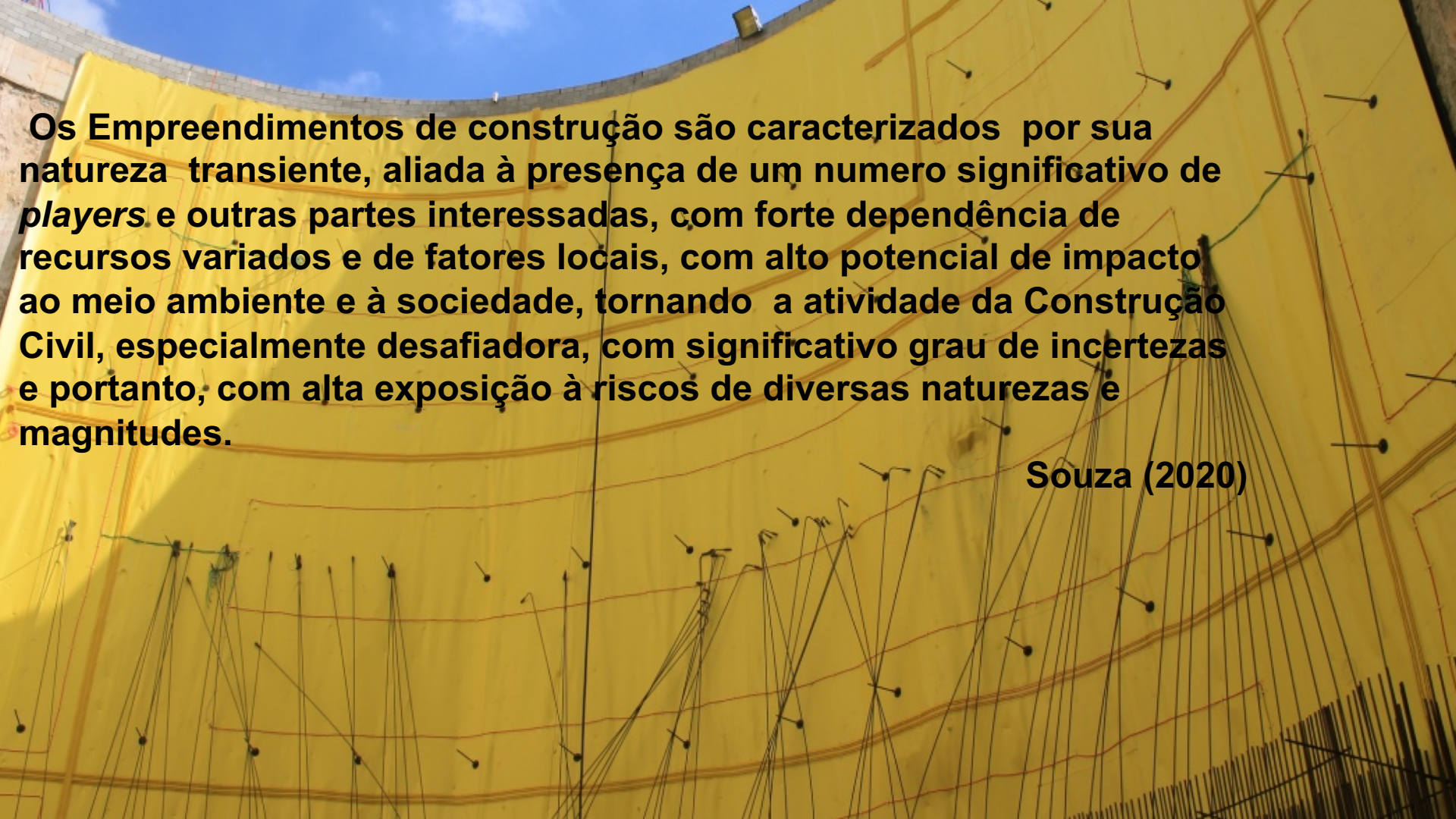
- The platform links to the PMBOK® Guide via the Models, Methods and Artifacts section while further expanding on that content.
- Platform incorporates content from all PMI standards as well as content developed specifically for the platform.
- Content reflects “how to...” in actual practice, including emerging practices.

O draft da 7ª edição contempla apenas esta parte

Plataforma Standard Plus disponibiliza o conteúdo por filtros de metodologia, setor, formato ou tópicos específicos

O que realmente importa na gestão de empreendimentos de construção?



The background of the slide is a photograph of a curved, yellow surface, likely a construction site or a model. It features a complex network of black lines and red lines, possibly representing a structural design or a network. The lines are interconnected, forming a web-like pattern. The surface is curved, and the lines are drawn on it. The overall appearance is that of a technical drawing or a model of a structure.

Os Empreendimentos de construção são caracterizados por sua natureza transiente, aliada à presença de um número significativo de *players* e outras partes interessadas, com forte dependência de recursos variados e de fatores locais, com alto potencial de impacto ao meio ambiente e à sociedade, tornando a atividade da Construção Civil, especialmente desafiadora, com significativo grau de incertezas e portanto, com alta exposição à riscos de diversas naturezas e magnitudes.

Souza (2020)



2. Why do megaprojects matter?

The McKinsey Global Institute (2013, 2016) estimates global infrastructure spending at USD 3.4 trillion per year between 2013 and 2030, or approximately 4% of total global gross domestic product, mainly delivered as large-scale projects. In 2008, *The Economist* similarly estimated infrastructure spending in emerging economies at USD 2.2 trillion annually from 2009 to 2018 calling it “the biggest investment boom in history” (*The Economist* 2008: 80). And that’s just infrastructure.





Impact of integration management on construction project management performance



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Available online 9 October 2017

1646

S. Demirkesen, B. Ozorhon / International Journal of Project Management 35 (2017) 1639–1654

A integração não deve limitar-se aos processos do empreendimento.

Vocês concordam com os itens indicados (integração e performance) pelos autores? Quais outros itens vocês incluiriam?

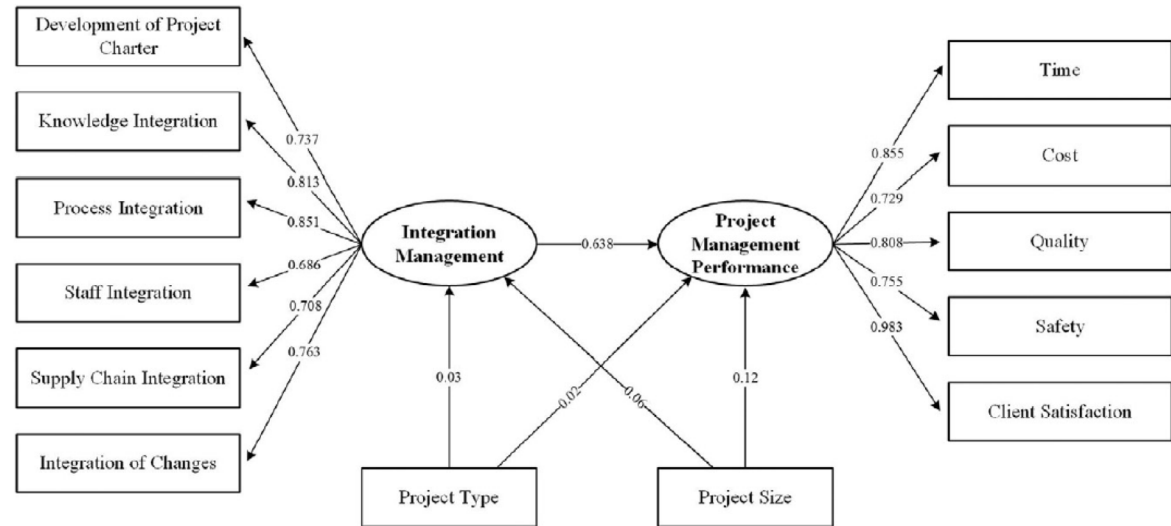


Fig. 5. Project management performance framework with path coefficients.



O processo de tomada de decisão em empreendimentos de construção é:
COMPLEXO
PERMEADO POR INCERTEZAS
ESTÁ MUITO LONGE DE SER LINEAR

Adding value to the decision-making process of mega projects:
 Fostering strategic ambiguity, redundancy, and resilience

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Table 1
 Conceptual scheme.

Strategic ambiguity	Redundancy	Resilience
Abstraction of project mission	Actor constellation	Proactive
Recognition of competing purposes	Organization of knowledge	Reactive



Fig. 1. Route HSL-Zuid (Giezen, 2013)



Fig. 2. Map of alternative routes (Giezen, 2013).

O que caracteriza um empreendimento como complexo?
 Quais outros aspectos interferem na tomada de decisão em empreendimentos?
 Quais as decisões mais sensíveis durante a gestão de empreendimentos?



Green infrastructure needs green governance: Lessons from Australia's largest integrated stormwater management project, the River Torrens Linear Park

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A. Ibrahim et al. / Journal of Cleaner Production 261 (2020) 121202

Table 3

Drivers of multiple agencies and stakeholders in the RTLP.

Function/symbol	Driver	Key Agency/stakeholder
1. Flood mitigation	<ul style="list-style-type: none"> • Recurrence of floods • Property damage 	<ul style="list-style-type: none"> • Local councils • Department for Planning, Transport and Infrastructure (DPTI)
2. Integrated stormwater management	<ul style="list-style-type: none"> • Water scarcity • Water pollution 	<ul style="list-style-type: none"> • Department of Environment and Water • South Australian Water Corporation (SA Water) • Stormwater Management Authority
3. Recreation	<ul style="list-style-type: none"> • Improving quality of life • Demand for recreational facilities 	<ul style="list-style-type: none"> • Local Councils • Office for Recreation, Sport and Racing (ORSR) • Riverbank Authority (dissolved in July 2018)
4. Transportation	<ul style="list-style-type: none"> • Accessibility 	<ul style="list-style-type: none"> • Department for Planning, Transport and Infrastructure (DPTI)
5. Biodiversity and ecosystem conservation	<ul style="list-style-type: none"> • Depletion of resources • Erosions • Loss of native vegetation 	<ul style="list-style-type: none"> • Department of Water and Environment • Adelaide Mount Lofty Ranges (AMLR) Region Natural Resources Management Board (NRMB)
6. Environmental improvement	<ul style="list-style-type: none"> • Pollution 	<ul style="list-style-type: none"> • Communities groups • Environmental Protection Authority • Department of Environment and Water
7. Cultural identity, health, wellbeing and tourism	<ul style="list-style-type: none"> • Requirement for equity • Preserving the heritage of the Torrens River • Preserving the interest of the Aboriginal people 	<ul style="list-style-type: none"> • Local Councils • Communities groups • Department of Environment and Water (DEW) • Department of Health and Wellbeing (DHW) • Department for Trade, Tourism and Investment (DTTI) • Private businesses



Fig. 9. Cyclical link among the themes.

Governança: conjunto de processos e práticas que definem como um a organização deve ser gerida.

O que deve ser levado em consideração na definição da Governança de um empreendimento?

Effects of project governance structures on the management of risks in major infrastructure projects: A comparative analysis



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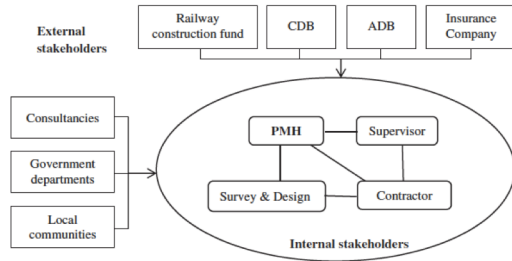


Fig. 1. Governance structure of Yi-wan Railway construction project.

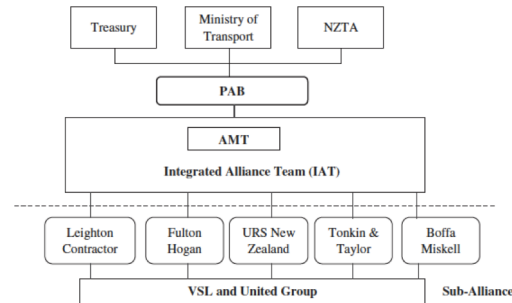


Fig. 2. The Northern Gateway Alliance governance structure.

- 1) How do different governance structures affect the management of risks in large infrastructure projects?
- 2) What key elements within their project governance structure make the outcomes of risk management differ?

Table 3
Effects of governance features on Yi-wan Railway project risk management.

Risk management elements	Governance features
Safety	<ul style="list-style-type: none"> PMH used a dynamic process of risk identification and management; PMH established a cascade of safety objectives at different levels of management for individual project participants; The safety indicator was included in the performance assessment system which was associated with reputation scoring for individual organizations.
Environmental conservation	<ul style="list-style-type: none"> Setting up PMH risk management team; Stakeholder engagement: the PMH risk management team liaised with the local governments and community representatives to regular meetings in order to identify possible environmental damage that could be caused by construction activities.
Investment viability	<ul style="list-style-type: none"> Cost control was set as a priority of PMH; Expertise on secondment from the client to help design the cost management process; Building capabilities within PMH to deal with potential issues such as variations, changes to design and costing adjustment.
Schedule	<ul style="list-style-type: none"> A relationship-building workshop was held before the project started in order to agree on the schedule planning and objectives; Staged monetary incentives to project participants in contract arrangements; Throughout the whole project life cycle, PMH organized a series of meetings with those participants to confirm target schedules at review points; Reputation was also a factor. Bulletin announcements about project progress on a regular basis were to encourage improvements in collaborative risk management.

Table 4
Effects of alliance governance features on risk management.

Risk management elements	Governance features
Time and quality	<ul style="list-style-type: none"> Pain-share and gain-share mechanism created an incentive to complete the works ahead of time and defects free. 'Defect-free on opening day', as one of the Key Performance Indicators (KPIs) of the alliance, had driven decisions towards regular quality review and control.
Cost	<ul style="list-style-type: none"> Monthly cost review within Alliance Budget was divided into different disciplines and into different teams, with each team manager in charge of monitoring and reporting risks. An independent costing estimator Cost savings were shared by the alliance as a whole.
Availability of labor	<ul style="list-style-type: none"> In-house skills training within Alliance Alliance team aimed to leave a legacy of training in the regional construction industry
Environmental and social measures	<ul style="list-style-type: none"> Environmental monitoring was a part of the consent process. Incentives in the alliance agreement encouraged healthy competition and innovative solutions. All inductions, pre-start workshops and tool box meetings had integrated the agreed sustainability and environmental achievements. Contractors were trained to continuously address environmental and social concerns. A communications plan was in place including regular newsletters and monthly meetings with a Community Reference Group.
Collaborative mechanism	<ul style="list-style-type: none"> Alliance was regarded by interviewees of this research as a truly collaborative model. 'Value for money' was manifested in the contractual arrangement between the client and alliance participants. The pain-share and gain-share principle provided the formal basis for alliance governance.

A review of stakeholder management performance attributes in construction projects

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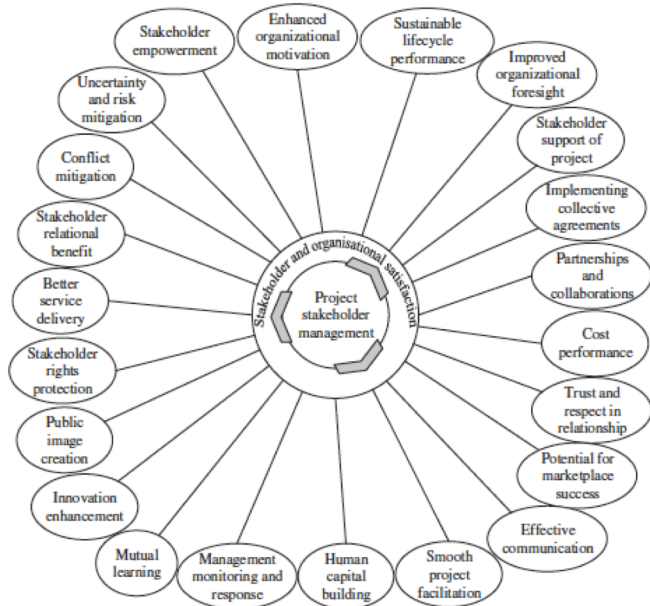


Fig. 2. Framework of performance measures for construction SM.

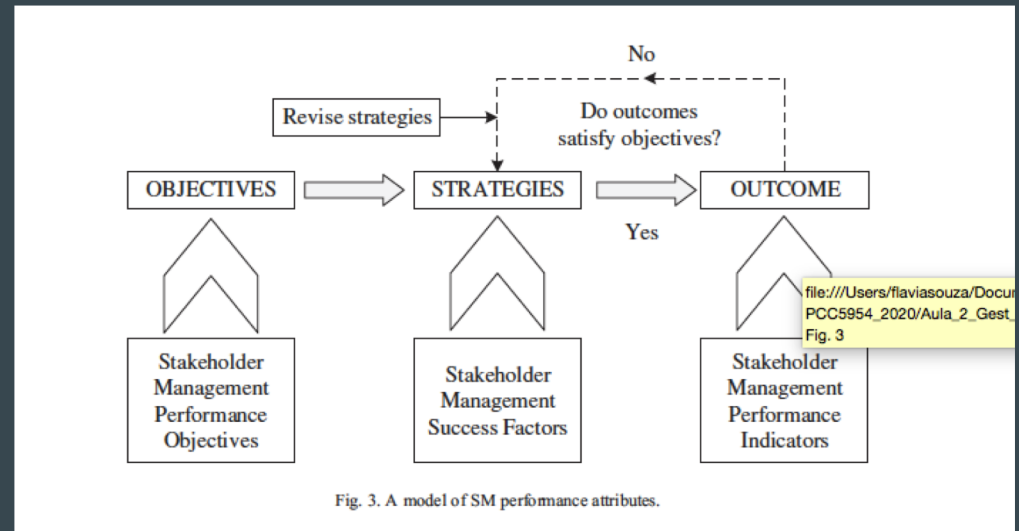


Fig. 3. A model of SM performance attributes.

Trabalho aula 2:

O grupo deve escolher 1 artigo para:

- Descrever os objetivos e resultados;
 - Discutir se a proposta da pesquisa vai além das estruturas formais de gestão de empreendimentos;
 - Discutir a relevância da discussão no contexto de gestão de empreendimentos no Brasil.
- A discussão deve ser consolidada em um arquivo PPT com o máximo 3 slides.

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Governance-as-practice for major public infrastructure projects: A case of multilevel project governing

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Politics, public servants, and profits: Institutional complexity and temporary hybridization in a public infrastructure alliance project

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The impact of social power and influence on the implementation of innovation strategies: A case study of a UK mega infrastructure construction project

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The limits of growth: A case study of three mega-projects in Istanbul

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