
Definição do processo de gerência de projetos e gerência de requisitos para o desenvolvimento de software na BenQ Eletroeletronica Ltda.

GP: **Tânia Jesini**, Luciano Torres, André Tapajós, Antônio Marcos Marcon, Cassiano Becker

GR: **Marcos Pereira**, Rafael Ferreira Barcelos, Ricardo Kohler Costa

BenQ Eletroeletrônica Ltda.

06/Nov/2007

Agenda

- Introdução
 - Descrição do projeto
 - Categoria
 - Objetivos
 - Justificativa
- Resultados em Gerência de Projetos e Gerência de Requisitos
 - Definição do processo
 - Definição de guias
 - Definição de Templates
- Cronograma

Introdução

- Definição do processo de desenvolvimento de sistemas (SW/HW) na BenQ, considerando o modelo de referência CMMI (nível 2 de maturidade) e a metodologia SCRUM, abrangendo as áreas de processo:
 - Gerência de Projetos
 - Gerência de Requisitos
- Categoria
 - Método de Gestão
- Objetivos
 - Descrever um processo formal para estabelecer um padrão de trabalho de desenvolvimento
- Justificativa
 - Equipes trabalhando independentemente, dificultando medir o nível de qualidade e produtividade dos projetos

Resultados

Gerência de Projeto

Resultados – Definição do Processo: Portal

The screenshot displays a Mozilla Firefox browser window with two tabs open. The active tab is titled "Management Process – Portal de Processos - Mozilla Firefox" and shows the URL <http://rdmao.brasil.net:8080/process/process/management-process>. The browser's address bar and search bar are visible.

The website content includes a navigation menu with links for [home](#), [news](#), [organizational](#), [policies](#), [process](#) (selected), [guides](#), [templates](#), [members](#), and [glossary](#). A breadcrumb trail indicates the current location: [you are here: home](#) → [process](#) → [management process](#).

Management Process

[Up one level](#)

- [Analyzing Service Request Process](#) by [Vivian](#) — last modified 2007-06-06 15:46
Flow of activities to support the R&D customers to take the decision of start a project.
- [Configuration Management Process](#) by [Vivian](#) — last modified 2007-06-13 15:30
Process to support the configuration management of a development project
- [Project Management Process](#) by [Project Management Process Team Leader](#) — last modified 2007-06-13 16:55
Process to support the management of a development project
- [Quality Management Process](#) by [Vivian](#) — last modified 2007-06-06 10:49
Process to support the quality management of a development project
- [Requirement Management Process](#) by [Vivian](#) — last modified 2007-06-13 15:05
Process to support the requirement management of a development project
- [Reuse Management Process](#) by [Vivian](#) — last modified 2007-06-11 16:35
Process to support the reuse of component by development projects

Resultados – Definição do Processo: Atividades

Project Management Process – Portal de Processos - Mozilla Firefox

File Edit View History Bookmarks Tools Help

http://rdmao.brasil.net:8080/process/process/management-process/project-management-process/

RDMAO ScrumWorks Process BB Bradesco Yahoo! Lexmark T632 Gmail WebMail Jutai Blogger: Erro 404 - Pá... Gforge HelpDesk Wikibe

- Scrum Schedule template 2007-07-02
- Project Plan meta-template 2007-07-02
- Project Performance Monitoring Guide 2007-07-02
- All recent changes...

Process Activities Description

1 Initiate Project

Responsible:

- Line Manager

Input:

- Approved service request
- Project initial documentation (email, slides, ...)

Description:

- Line Manger allocates Project Manager to project.
- Line Manger provides Project Manager with all information associated with project up to this moment. May include, but is not limited to, documentation, email discussions, assumptions and constraints.
- Project Manager accepts project start.

Output:

- A Project Manager identified for the project.

2 Plan Iteration 0

Responsible:

- Project Manager

Involved:

- Line Manager
- Project Team

Input:

- Approved service request

Description:

- Project Manager evaluates project resource necessities.
- Project Manager and Line Manager agree about the resources needed to the price basing on the resource availability.

Resultados – Definição de Guias

[contents](#) [view](#) [edit](#) [properties](#) [sharing](#) actions ▾ display ▾ add item ▾ state: public draft ▾

Guides

[▲ Up one level](#)

Guides to be used to develop, build several assets of the PMP process.

- [Product Backlog construction guide](#) by [Project Management Process Team Leader](#) — last modified 2007-03-22 16:55
A guide to build a product backlog
- [How to estimate an iteration guide](#) by [Project Management Process Team Leader](#) — last modified 2007-06-27 15:08
A guide to be used to estimate product backlog items.
- [Sprint Planning guide](#) by [Project Management Process Team Leader](#) — last modified 2007-03-22 17:42
A guide to facilitate sprint planning.
- [Sprint Review guide](#) by [Project Management Process Team Leader](#) — last modified 2007-03-22 15:39

[contents](#) [view](#) [edit](#) [properties](#) [sharing](#) actions ▾ display ▾ add item ▾ state: public draft ▾

ProcessV1.0

[▲ Up one level](#)

Guides to the process first version (review by Steering Committee).

- [Release Plan Guide](#) by [Project Management Process Team Leader](#) — last modified 2007-06-13 14:27
- [Iteration 0 Guide](#) by [Project Management Process Team Leader](#) — last modified 2007-06-27 15:06
- [Project Performance Monitoring Guide](#) by [Project Management Process Team Leader](#) — last modified 2007-07-02 09:37

Resultados - Templates

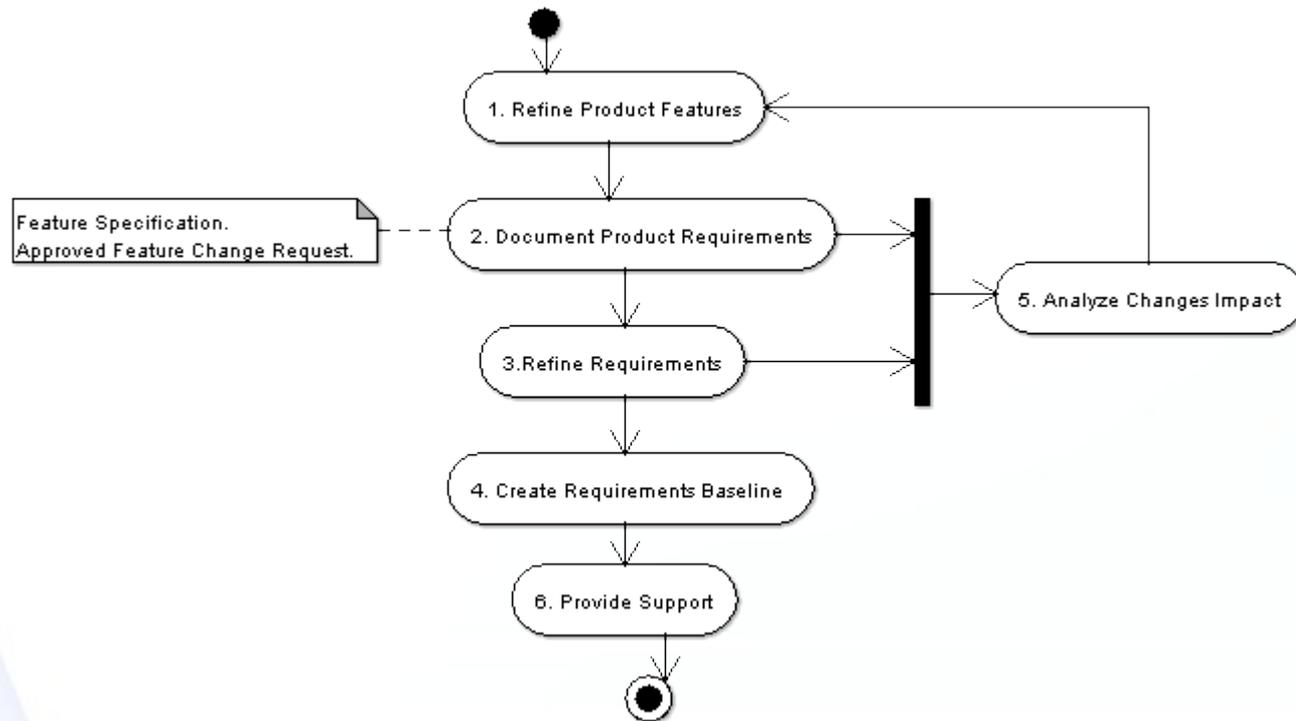
- Gerência de Riscos
- Atas
- Plano de Projeto
- Plano de Gerência de Projeto
- Cronograma
- Planilha de Recursos

Resultados

Gerência de Requisitos

Resultados – Definição do Processo

- Processo de Gerência de Requisitos



Resultados – Definição do Processo

- Processo de Gerência de Requisitos (Documentação)

3. Refine Requirements

Responsible:

- [Project Requirement Team](#)

Involved:

- Project Team

Input:

- [Requirement Specification](#)

Description:

- For high complexity [Requirements](#) the Requirement Team can decide to refine it into smaller parts: [Detailed Requirements Specification](#).
- Usually the size of a [Detailed Requirement Specification](#) is limited by the size of the iteration where it will be developed.
- Every [Detailed Requirement Specification](#) must be traced from a [Requirement](#). In case of a [Detailed Requirement](#) not traceable, it should be analyze as a Change Request.
- The Requirement Team must assure that the [Detailed Requirement Specification](#) is unambiguous, complete, consistent, verifiable and ranked.

Output:

- [Detailed Requirement Specification](#)

Requirement Definition and Refinement Guide



by [Process Action Team - Requirements](#) — last modified 2007-04-27 09:48

This guide explain the possibles approaches that could be used to define and refine requirements

Defining the Requirements

In the beginning of the project, the requirement team receives a set of rough defined features described by the customer in the project charter. So, the first task to do, from the requirement management process point of view, is to transform these features in requirements (something more complete and deliverable).

To do that, the first step consist on choosing the requirement documentation approach ([use case approach](#) or [user story approach](#)). This choice must be made by the requirement manager according to the project characteristics (e.g.: Product size, Product complexity, Customer reachability level) and to his experience.

After that, the requirement team has to talk to the customer and, using any requirement elicitation approaches (e.g: prototyping, interview, brainstorm, feasibility studies), has to understand the features and to create requirements entries in the Requirement Specification Document.

The definition of the requirements occurs mainly in the initial stages of the project, so these requirements should no to be too detailed (should not reach the state that the developer could develop them) as it would take too much time. The goal here is to create requirements detailed enough to allow the understanding of the project scope and the estimation of the project's iterations that will be executed to implement the product.

Refining the Requirements

During each iteration, a set of requirements is chosen to be implemented. However, most of the time these requirements aren't detailed enough to be fully understood and implemented by the developers. So, each requirement, when needed, should be refined.

The refinement consists of detailing a chosen requirement in the Detailed Requirement Specification Document by splitting the requirement in smaller pieces known as Detailed Requirements (DR). So, each DR should be refined to reach a state where a developer can easily understand it an implement it during the iteration.

Based on Agile good practices, a DR assigned to a developer should be small enough to be implemented only in a few days.

Resultados – Definição de Templates

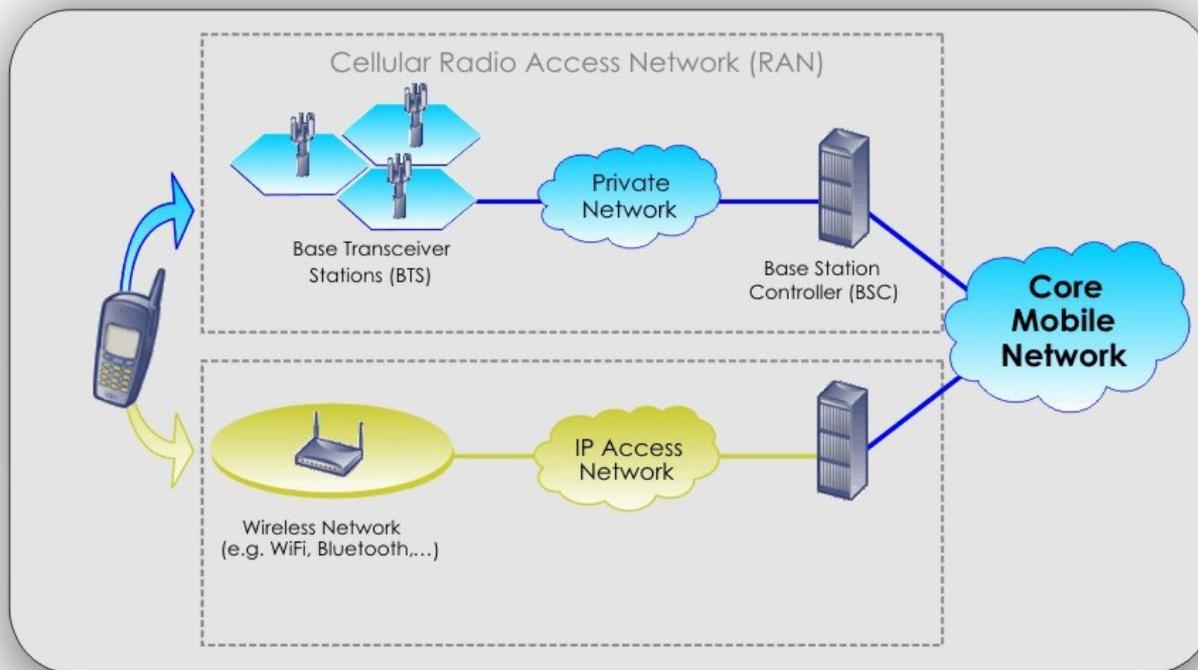
process	pre	0	i	artifacts	templates
Requirement Management		X	X	<u>Feature Specification</u>	
		X	X	Traceability Tree	
		X	X	Requirements Specification	
		X	X	Detailed Requirements Specification	

Resultados

Aplicação (em andamento)

Aplicação – Projeto Piloto

- Projeto DUALMODE: desenvolvimento do protótipo de um telefone móvel nacional com GSM e VoIP



Aplicação – Projeto DUALMODE

- Situação atual
 - Processos definidos para o projeto
 - Gerência de Riscos
 - Gerência de Projetos
 - Gerência de Requisitos
 - Gerência de Configuração
 - Em definição
 - Garantia da Qualidade
 - Verificação e Validação
 - Fase atual
 - Planejamento
 - Definição da plataforma de HW e SW

