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Dr.Siamak Haji Yakhchali

دکتر سیامک حاجی یخچالی

عضو هیئت علمی دانشکده فنی دانشگاه تهران

اسفند ماه ۱۴۰۳

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Project Management Institute

A Guide to the Project Management Body of Knowledge (PMBOK® GUIDE)—Eighth Edition

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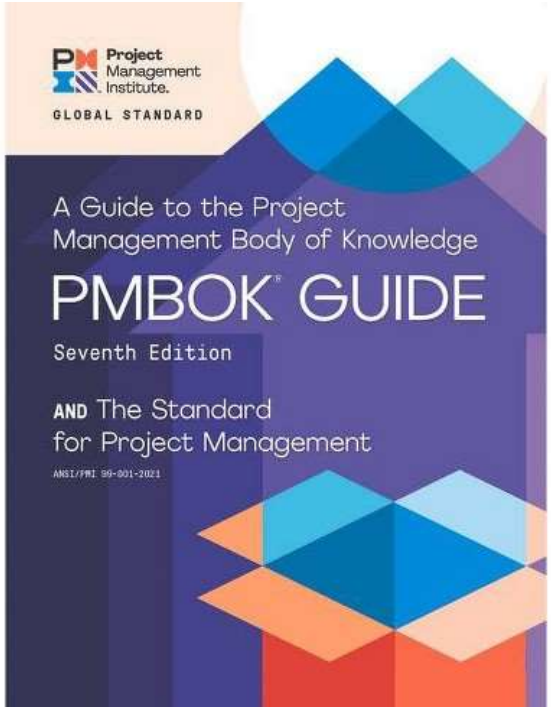

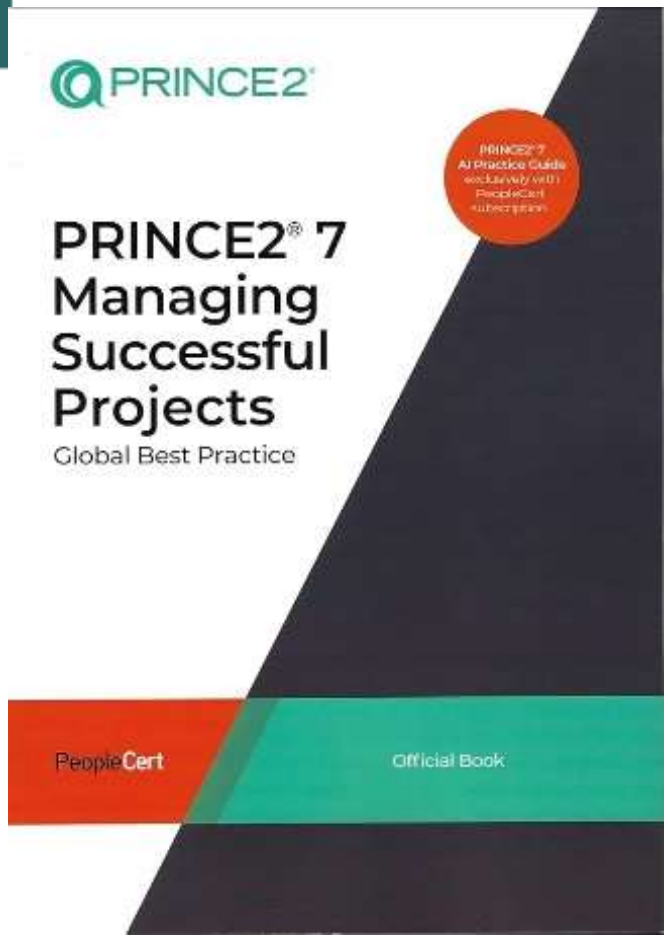

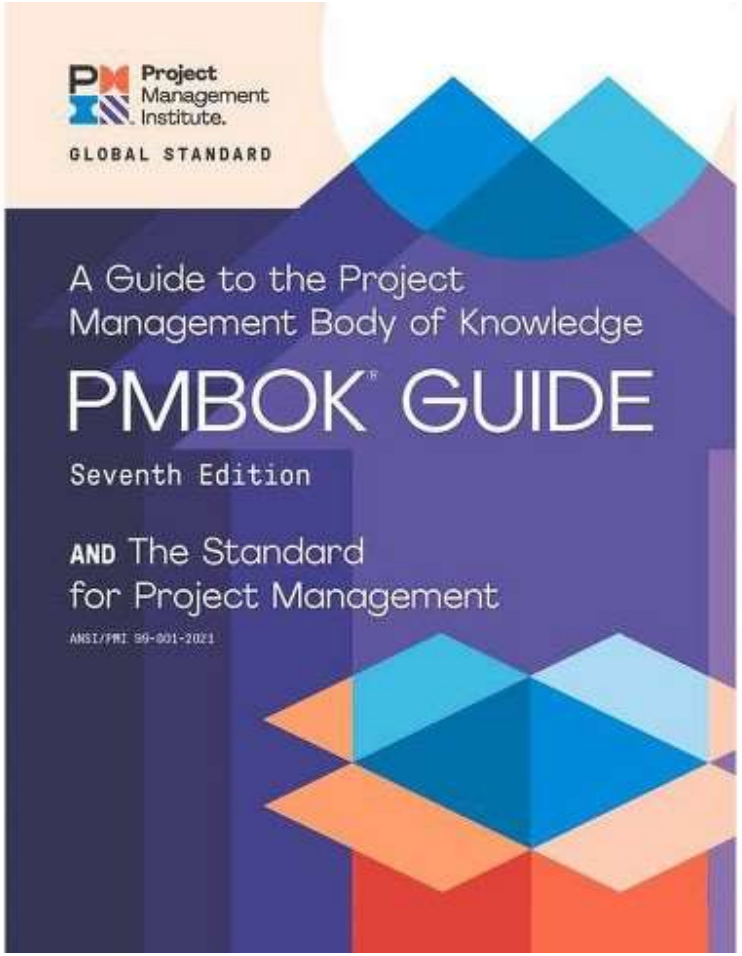

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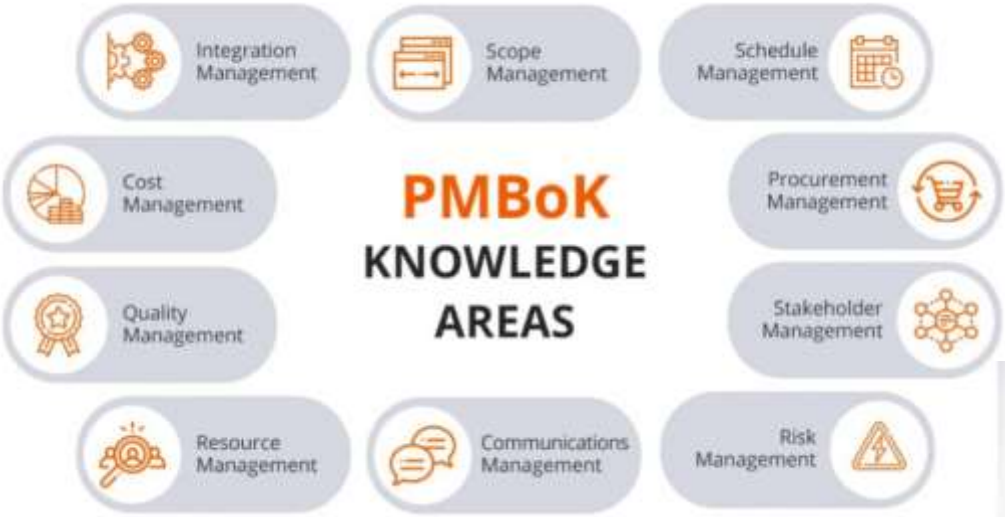

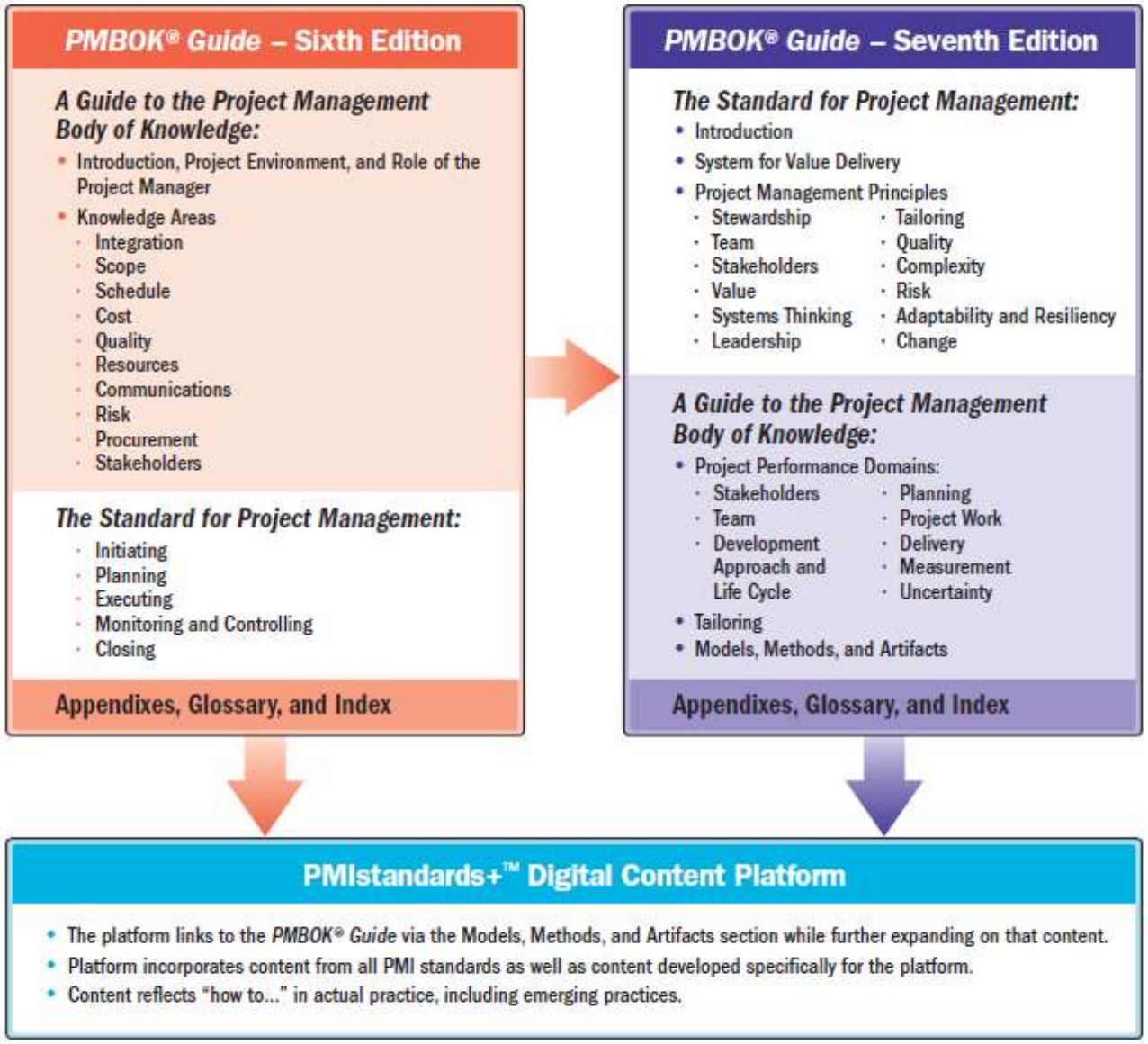

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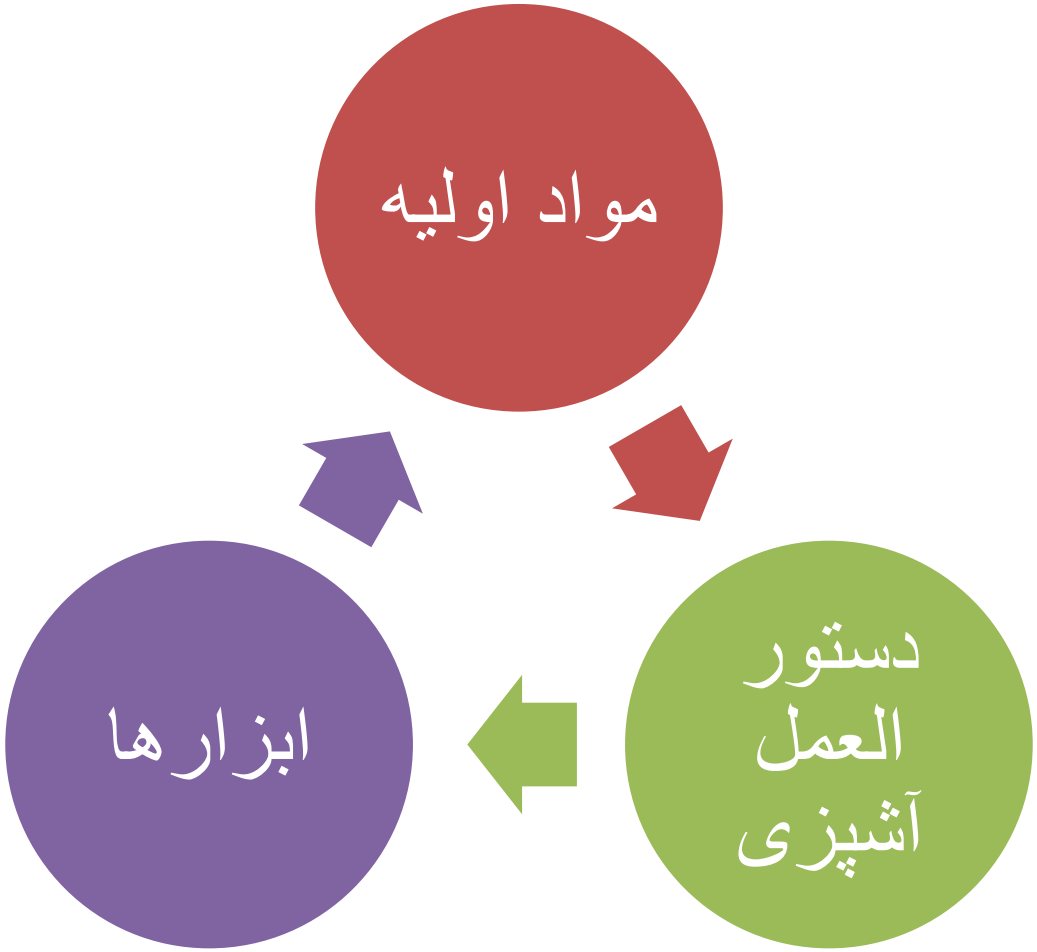

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مفاهیم

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8 Project Management Domains of PMBOK 7th Ed

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(PMBOK® GUIDE)

4

Models, Methods, and Artifacts

4.1 OVERVIEW

This section provides a high-level description of some commonly used models, methods, and artifacts that are useful in managing projects. The items listed in this section are not intended to be exhaustive or prescriptive, but rather to help project teams think about the options available to them.

In the context of this guide, terms are defined as follows:

- **Model.** A model is a thinking strategy to explain a process, framework, or phenomenon.
- **Method.** A method is the means for achieving an outcome, output, result, or project deliverable.
- **Artifact.** An artifact can be a template, document, output, or project deliverable.

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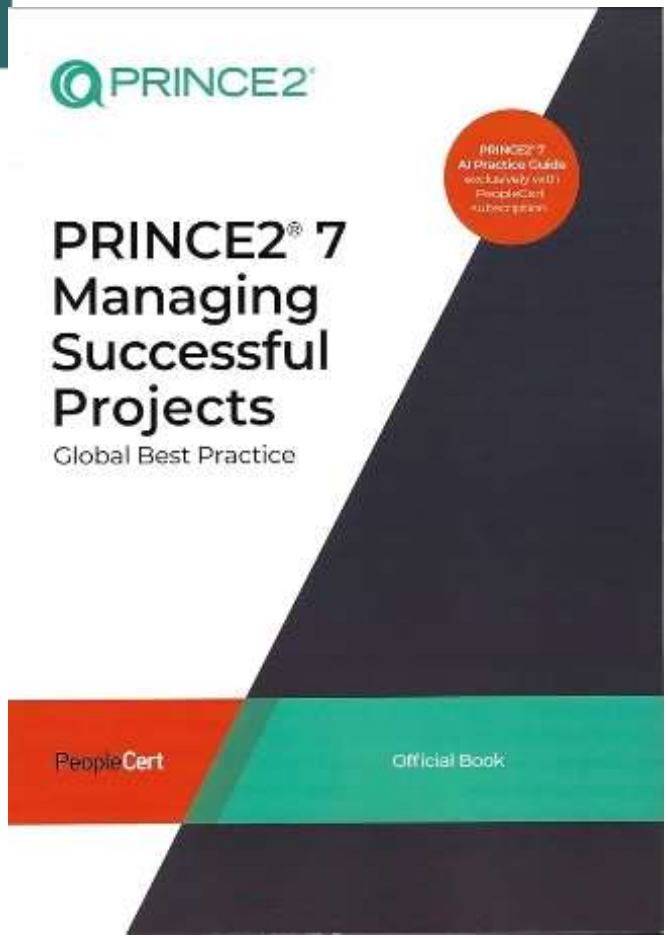

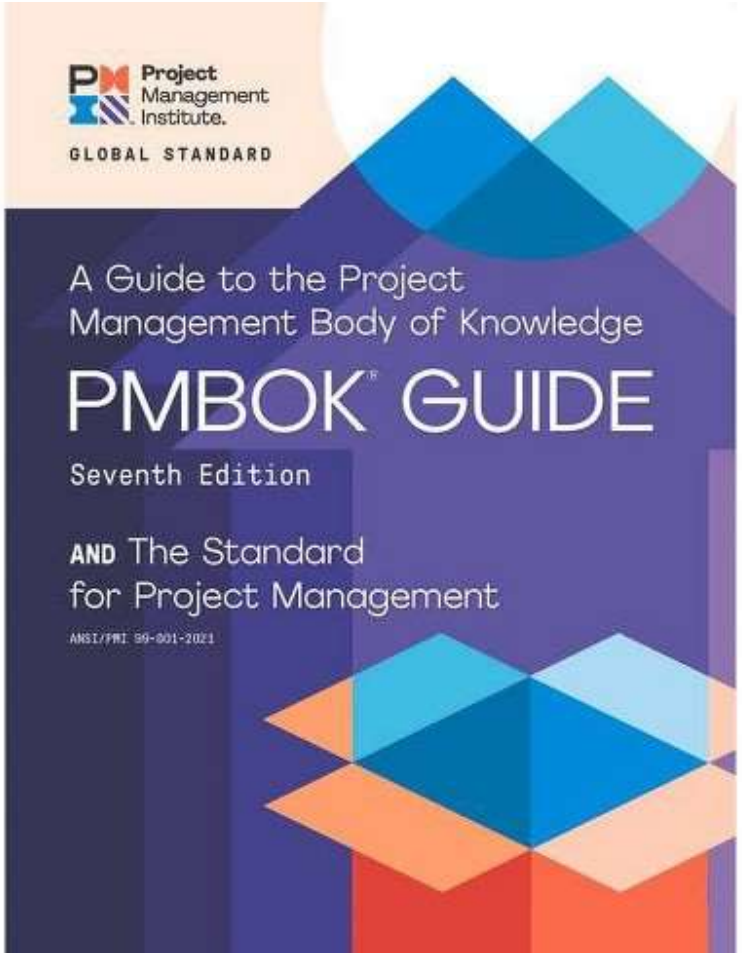

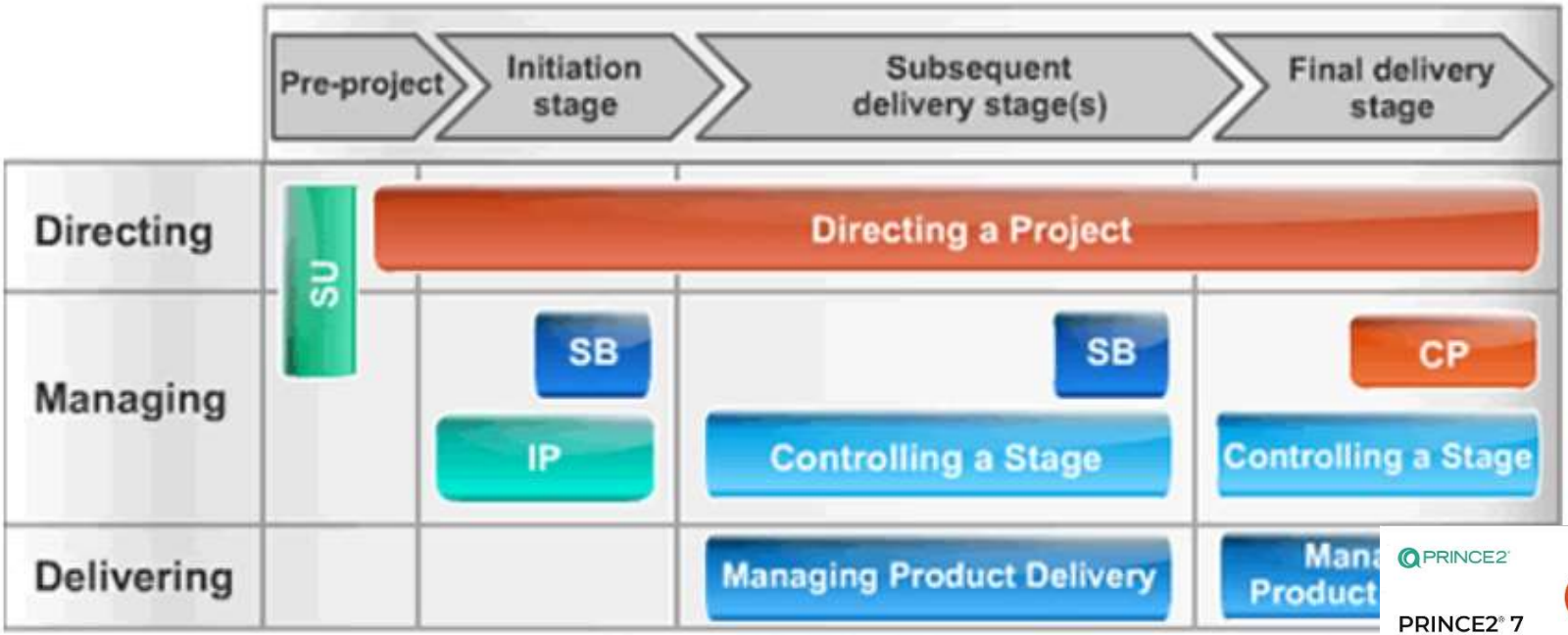

Key
SU = Starting up a Project
IP = Initiating a Project
SB = Managing a Stage Boundary
CP = Closing a Project

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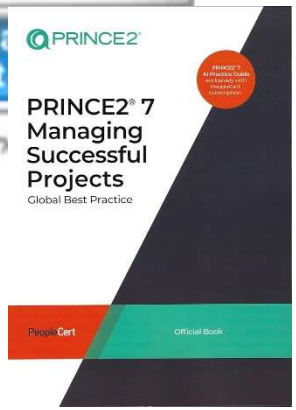

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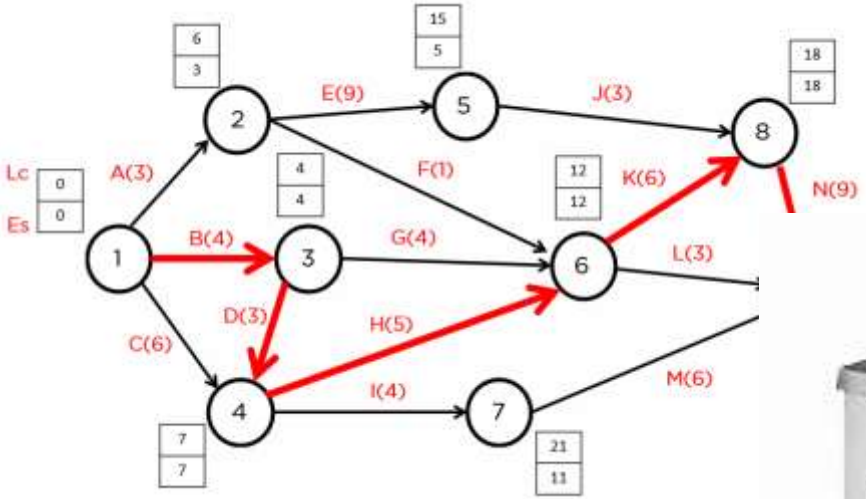

Edition	Knowledge Areas/Performance Domains	Initiating Process Group	Planning Process Group	Executing Process Group	Monitoring & Controlling Process Group	Closing Process Group
PMBOK 6	Project Integration Management	- Develop Project Charter	- Develop Project Management Plan	- Direct and Manage Project Work - Manage Project Knowledge	- Monitor and Control Project Work - Perform Integrated Change Control	- Close Project or Phase
PMBOK 8	Governance	- Authorize Project Initiation	- Integrate and Align Project Plans	- Direct and Manage Project - Execution Manage Project Knowledge	- Monitor and Control Project - Performance Manage Project Changes	- Close Project or Phase
PMBOK 6	Project Scope Management		- Plan Scope Management - Collect Requirements - Define Scope - Create WBS		- Validate Scope - Control Scope	
PMBOK 8	Scope		- Plan Scope Management - Collect Requirements - Define Scope - Create WBS	- Validate Scope	- Manage & Control Scope	
PMBOK 6	Project Schedule Management		- Plan Schedule Management - Define Activities - Sequence Activities - Estimate Activity Durations - Develop Schedule		- Control Schedule	
PMBOK 8	Schedule		- Design the Schedule - Develop the Schedule		- Maintain the Schedule	
PMBOK 6	Project Cost Management		- Plan Cost Management - Estimate Costs - Determine Budget		- Control Costs	
PMBOK 8	Finance		- Plan Financial Management - Conduct Make-or-Buy Decisions - Estimate Costs - Determine Budget		- Control Finances	

Edition	Knowledge Areas/Performance Domains	Initiating Process Group	Planning Process Group	Executing Process Group	Monitoring & Controlling Process Group	Closing Process Group
PMBOK 6	Project Resource Management		- Plan Resource Management - Estimate Activity Resources	- Acquire Resources - Develop Team - Manage Team	- Control Resources	
PMBOK 8	Resources		- Plan Resource Management - Estimate Activity Resources	- Acquire Resources - Lead the Team	- Control Resources	
PMBOK 6	Project Communications Management		- Plan Communications Management	- Manage Communications	- Monitor Communications	
PMBOK 6	Project Stakeholder Management	- Identify Stakeholders	- Plan Stakeholder Engagement	- Manage Stakeholder Engagement	- Monitor Stakeholder Engagement	
PMBOK 8	Stakeholders	- Identify Stakeholders	- Plan Stakeholder Engagement - Plan Communications Management	- Manage Sponsor Engagement - Manage Stakeholder Engagement - Manage Communications	- Monitor Stakeholder Engagement - Monitor Communications	
PMBOK 6	Project Risk Management		- Plan Risk Management - Identify Risks - Perform Qualitative Risk Analysis - Perform Quantitative Risk Analysis - Plan Risk Responses	- Implement Risk Responses	- Monitor Risks	
PMBOK 8	Risk		- Plan Risk Management - Identify Risks - Perform Risk Analysis - Plan Risk Responses	- Implement Risk Responses	- Monitor Risks	
PMBOK 6	Project Quality Management		- Plan Quality Management	- Manage Quality	- Control Quality	
PMBOK 6	Project Procurement Management		- Plan Procurement Management	- Conduct Procurements	- Control Procurements	

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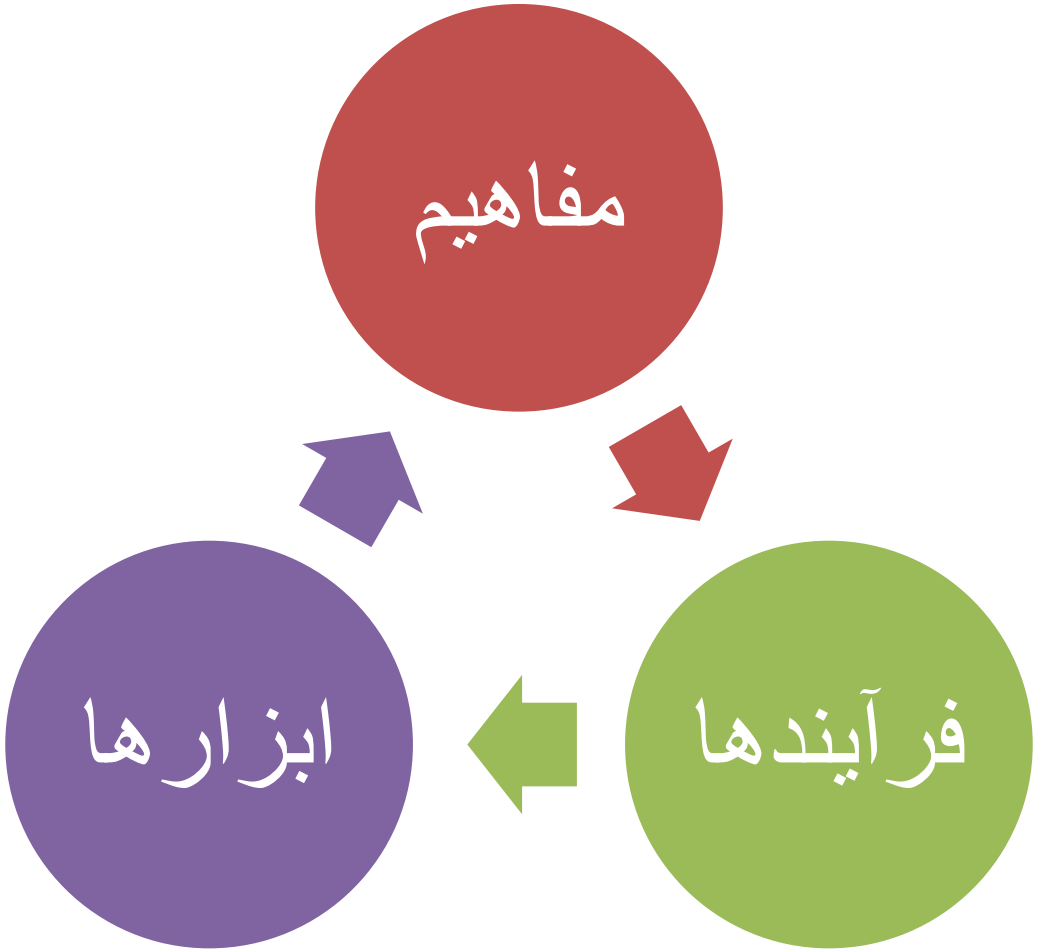

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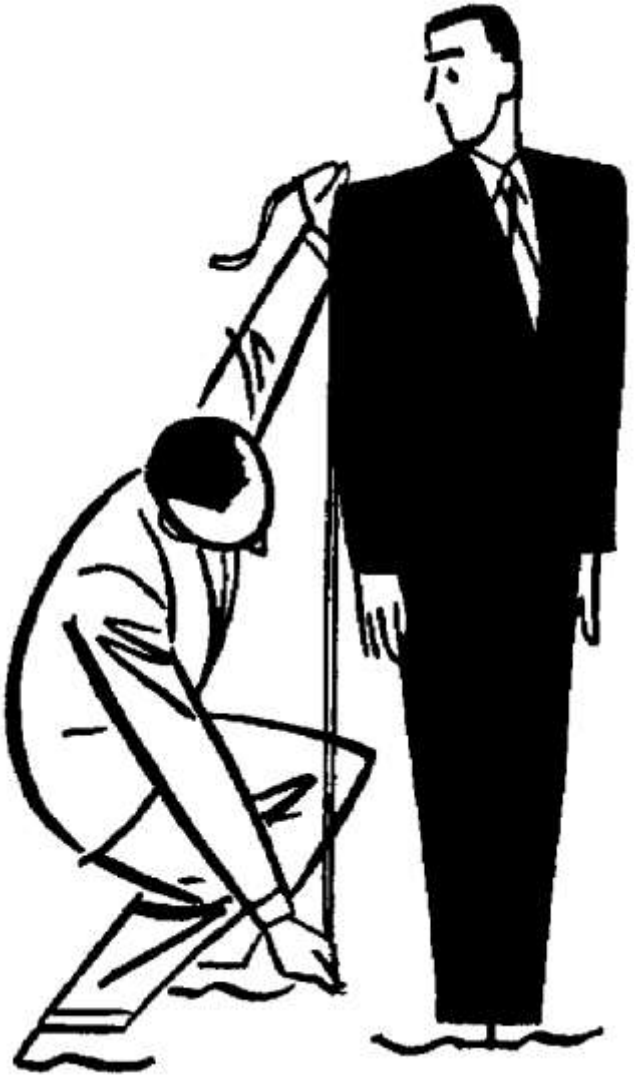

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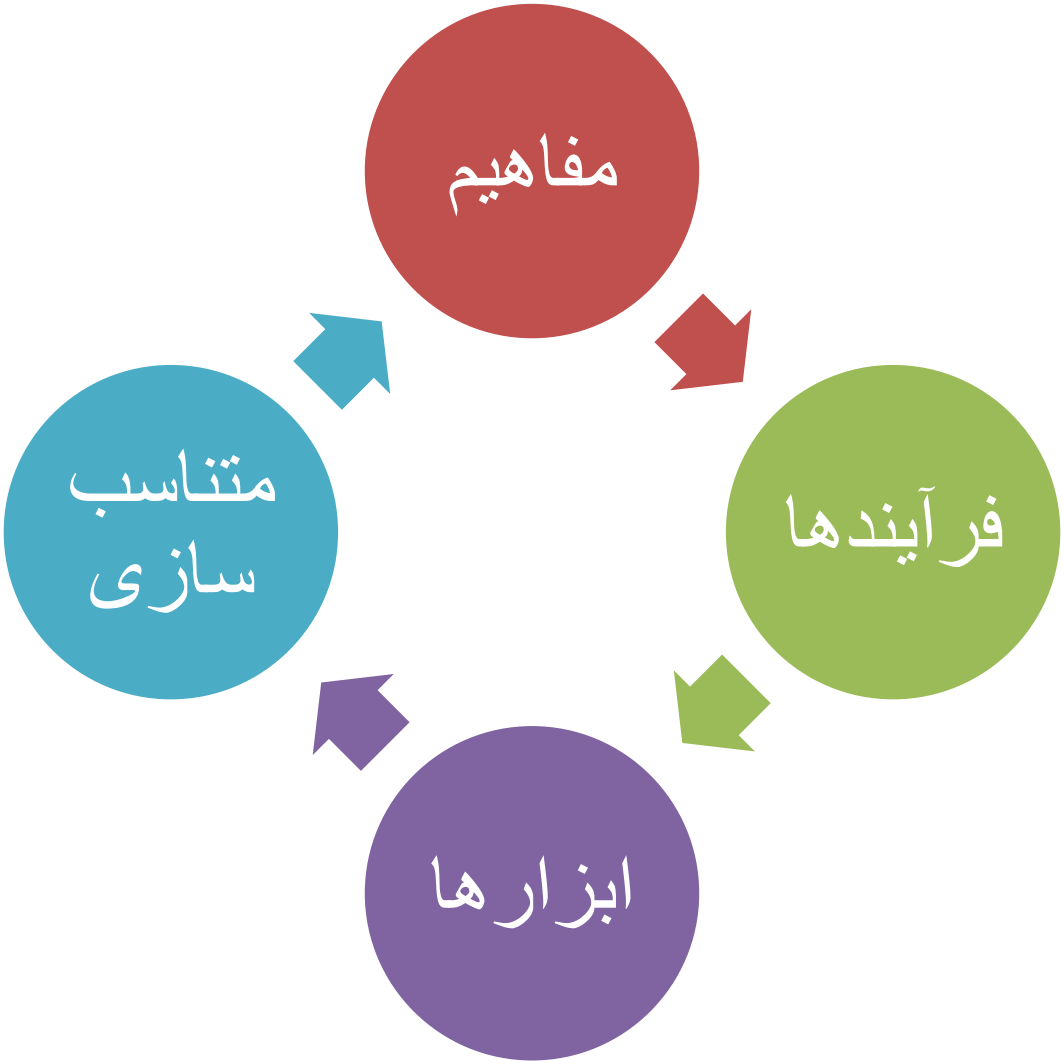

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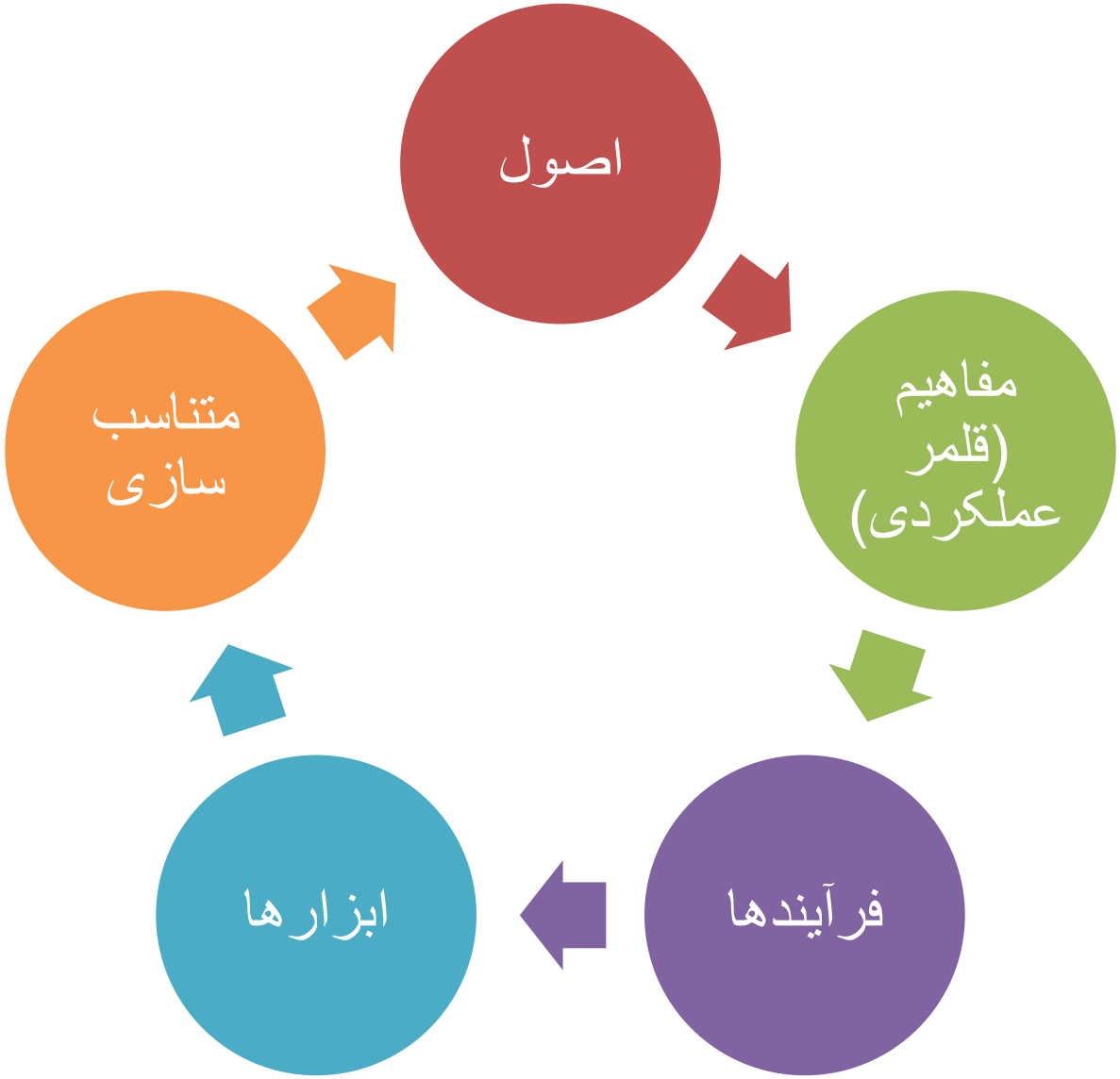

12 Project Management Principles of PMBOK 7th Ed

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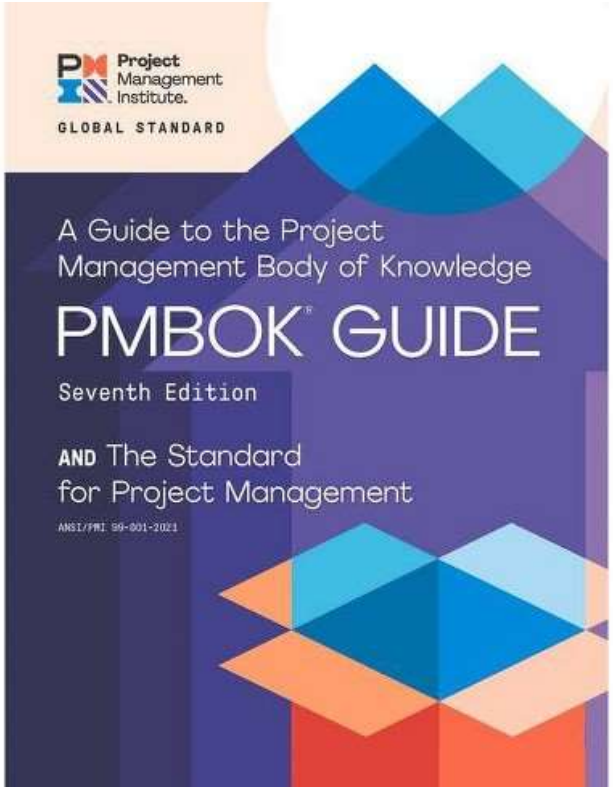

Principles of Project Management			
Be a diligent, respectful, and caring steward	Create a collaborative team environment	Effectively engage with stakeholders	Focus on value
Recognize, evaluate, and respond to system interactions	Demonstrate leadership behaviors	Tailor based on context	Build quality into processes and deliverables
Navigate complexity	Optimize risk responses	Embrace adaptability and resiliency	Enable change to achieve the envisioned future state

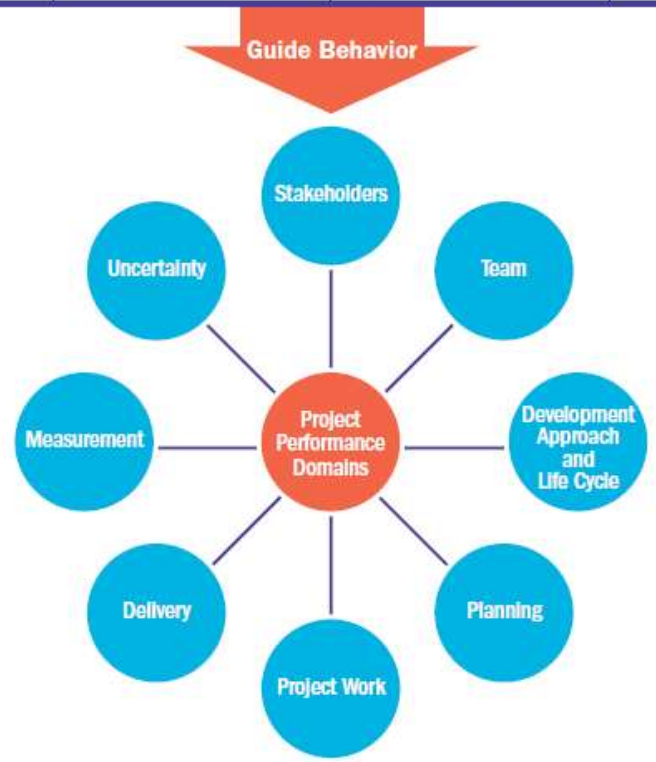

Figure 1-1. Relationship between Project Management Principles and Project Performance Domains

- Introduction
- Value Delivery System
- Project Management Principles
- Project Performance Domains
- Tailoring
- Models, Methods and Artifacts

3

Project Management Principles

Principles for a profession serve as foundational guidelines for strategy, decision making, and problem solving. Professional standards and methodologies are often based on principles. In some professions, principles serve as laws or rules, and are therefore prescriptive in nature. The principles of project management are not prescriptive in nature. They are intended to guide the behavior of people involved in projects. They are broadly based so there are many ways individuals and organizations can maintain alignment with the principles.

Principles can, but do not necessarily, reflect morals. A code of ethics is related to morals. A code of ethics for a profession can be adopted by an individual or profession to establish expectations for moral conduct. The *PMI Code of Ethics and Professional Conduct* [2] is based on four values that were identified as most important to the project management community:

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2

Project Performance Domains

A project performance domain is a group of related activities that are critical for the effective delivery of project outcomes. Project performance domains are interactive, interrelated, and interdependent areas of focus that work in unison to achieve desired project outcomes. There are eight project performance domains:

- Stakeholders,
- Team,
- Development Approach and Life Cycle,
- Planning,
- Project Work,
- Delivery,
- Measurement, and
- Uncertainty.

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Tailoring

3.1 OVERVIEW

Tailoring is the deliberate adaptation of the project management approach, governance, and processes to make them more suitable for the given environment and the work at hand.

In a project environment, tailoring considers the development approach, processes, project life cycle, deliverables, and choice of people with whom to engage. The tailoring process is driven by the guiding project management principles in *The Standard for Project Management* [1], organizational values, and organizational culture. For instance, if a core organizational value is "customer centricity," then the activities selected for requirements elicitation and scope validation favor customer-centered approaches. This aligns with the principle of "Effectively engage with stakeholders." Likewise, an organization with a low appetite for risk may have many processes and procedures to guide projects throughout their life cycles. A similar company operating in the same market—but with a h
for risk—may have fewer processes and procedures. In both of these examples, the orga
are aligned with the principle of "Optimize risk responses" even though their appetite, pr
procedures are different.

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- Introduction
- Value Delivery System
- Project Management Principles

اصول

- Project Performance Domains

مفاهیم

ابزارها

- Tailoring

متناسب سازی

- Models, Methods and Artifacts

فرآیندها

3

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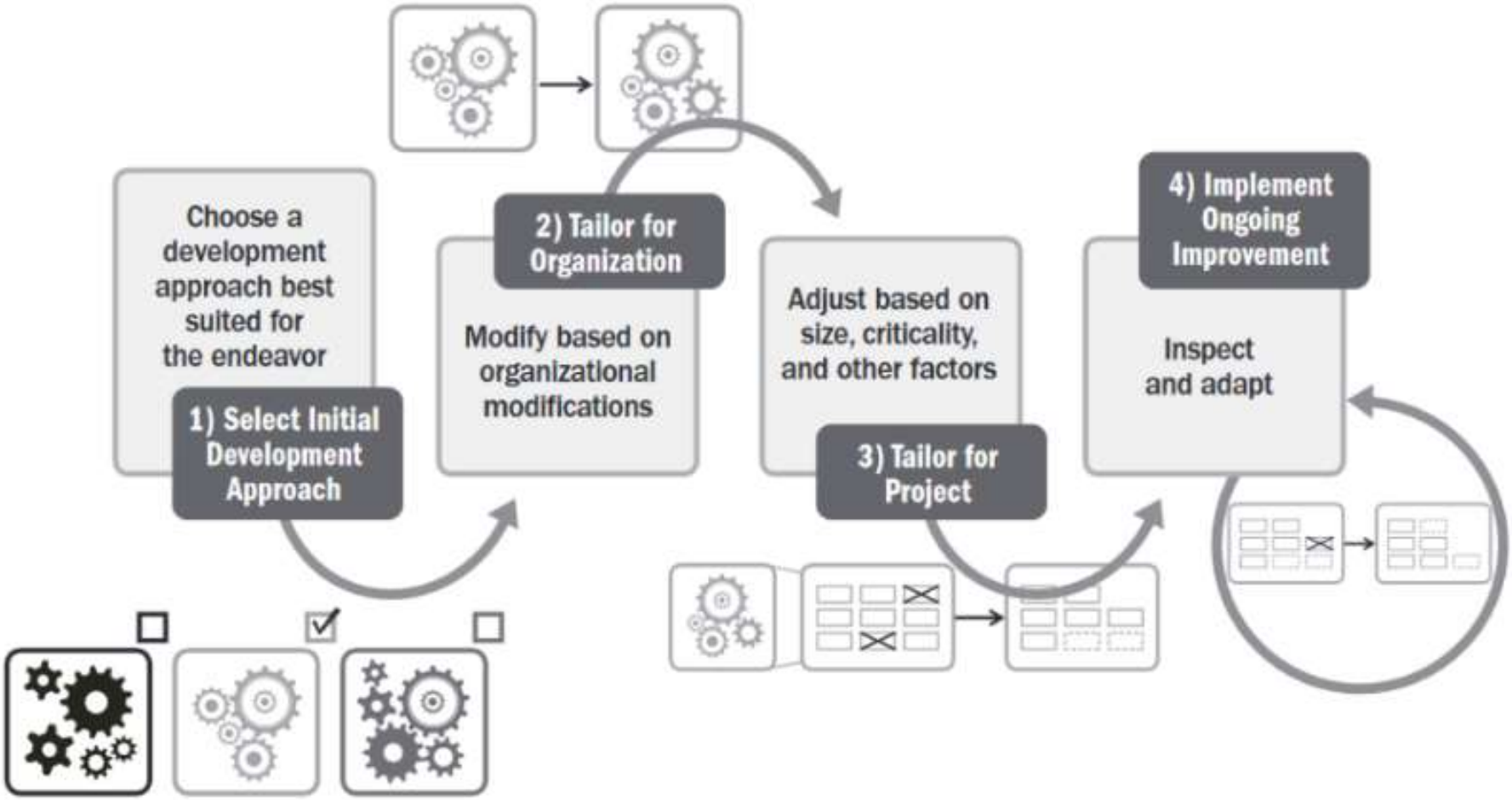
3.7 TAILOR BASED ON CONTEXT

TAILORING

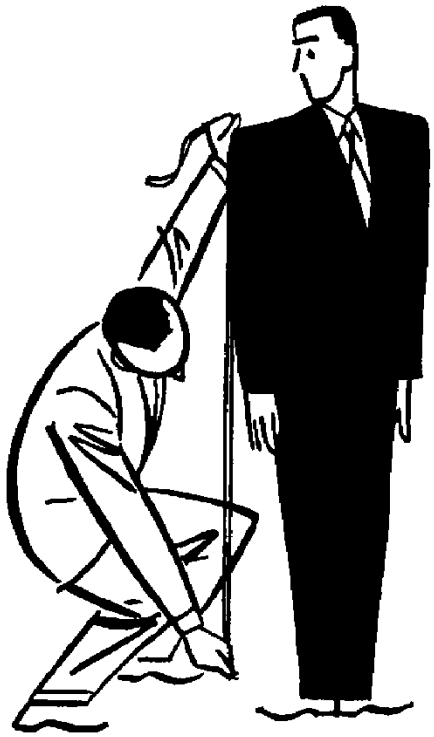
Design the project development approach based on the context of the project, its objectives, stakeholders, governance, and the environment using "just enough" process to achieve the desired outcome while maximizing value, managing cost, and enhancing speed.

- Each project is unique.
- Project success is based on adapting to the unique context of the project to determine the most appropriate methods of producing the desired outcomes.
- Tailoring the approach is iterative, and therefore is a continuous process throughout the project.


Choose a development approach best suited for the endeavor
1) Select Initial Development Approach
2) Tailor for Organization
Modify based on organizational modifications
Adjust based on size, criticality, and other factors
3) Tailor for Project
4) Implement Ongoing Improvement
Inspect and adapt

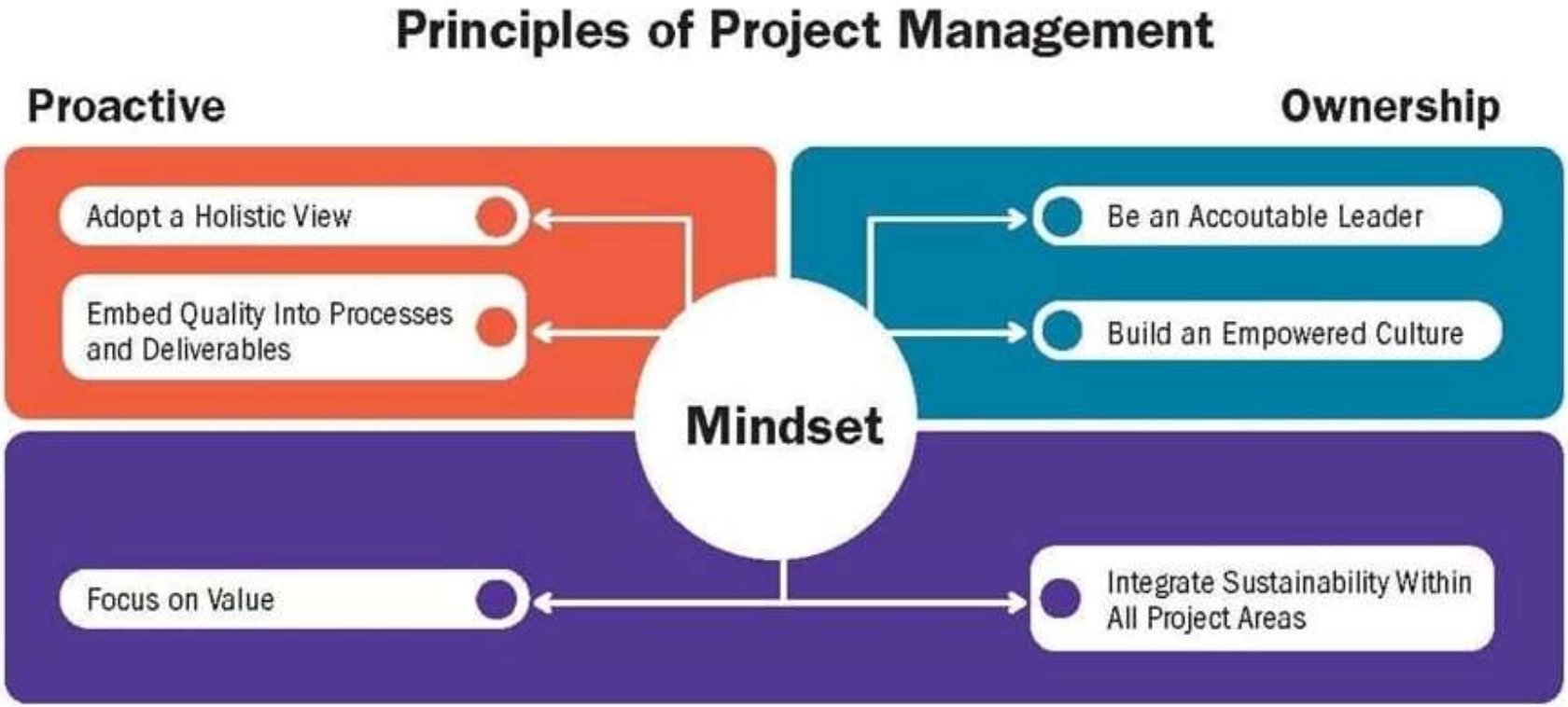
Factor be tailored.

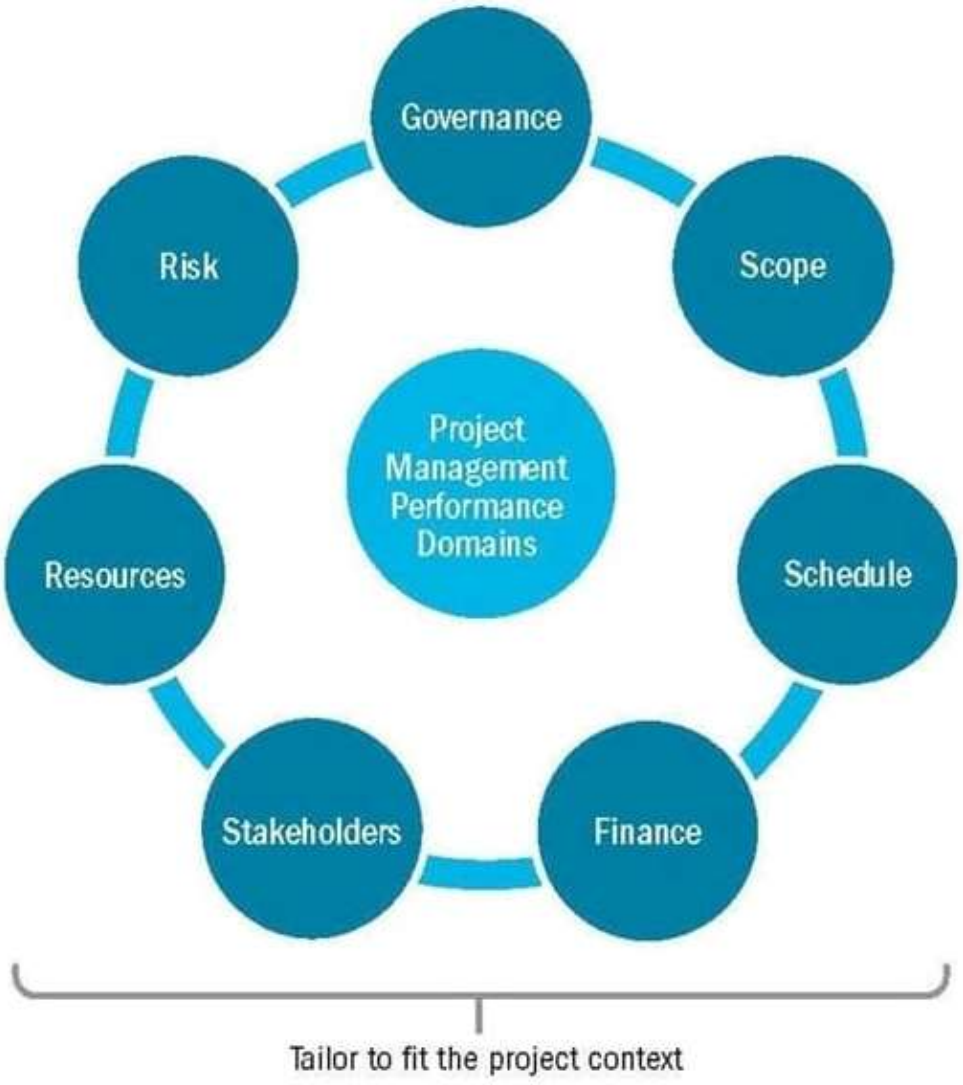
- Business environment,
- Team size,
- Degree of uncertainty,
- and Complexity of the project

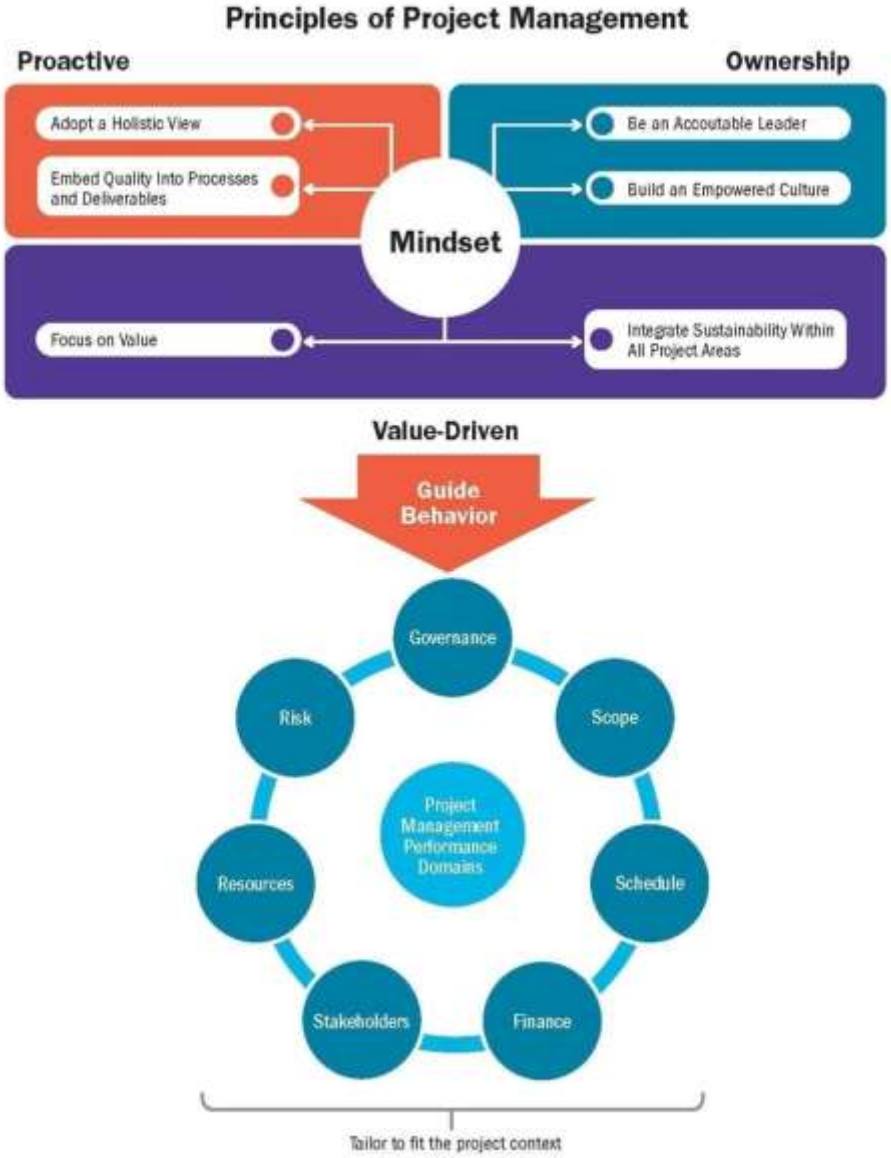


When?

Tailoring an approach is iterative in nature, and therefore is a constant process itself during the project life cycle







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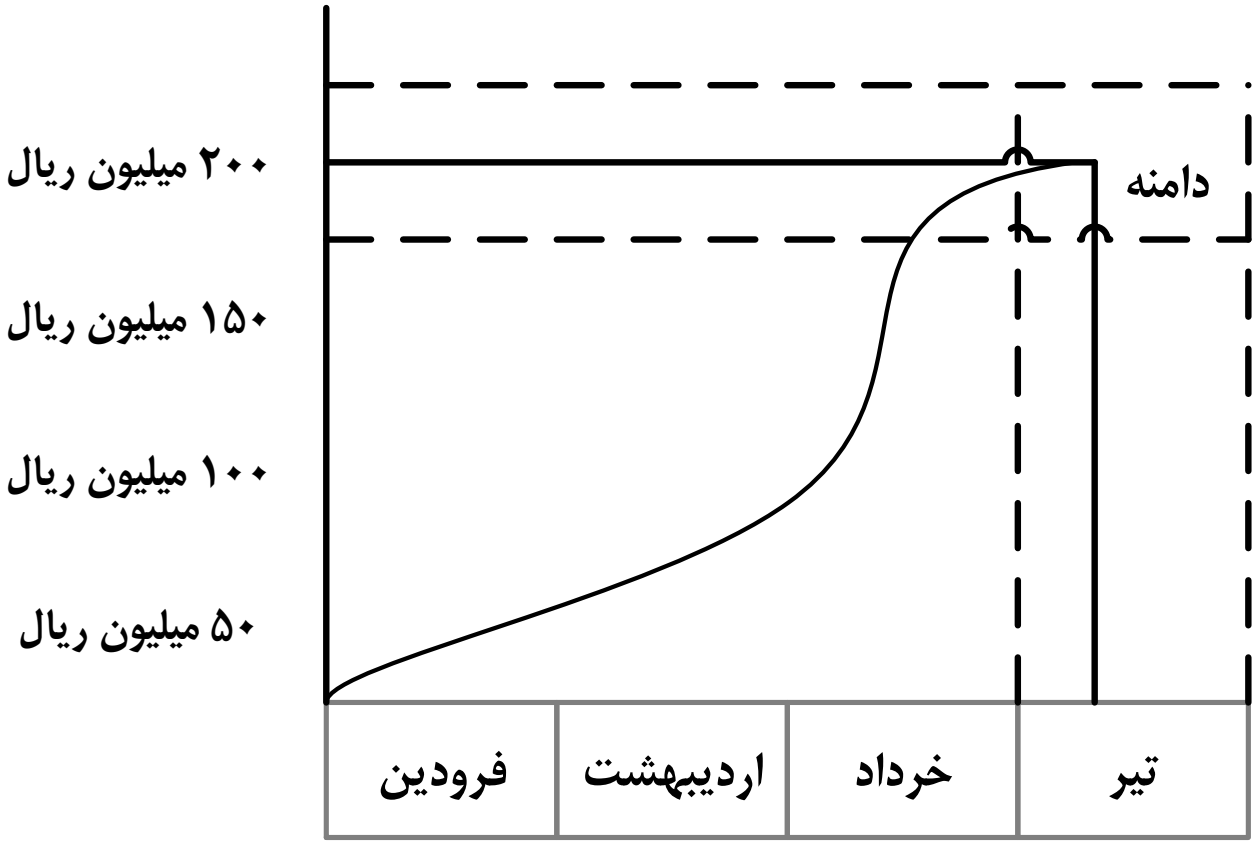
- ریسک
- رخداد
- تغییر
- مورد خاص
- ادعا
- اختلاف

نمونه ای دیگر



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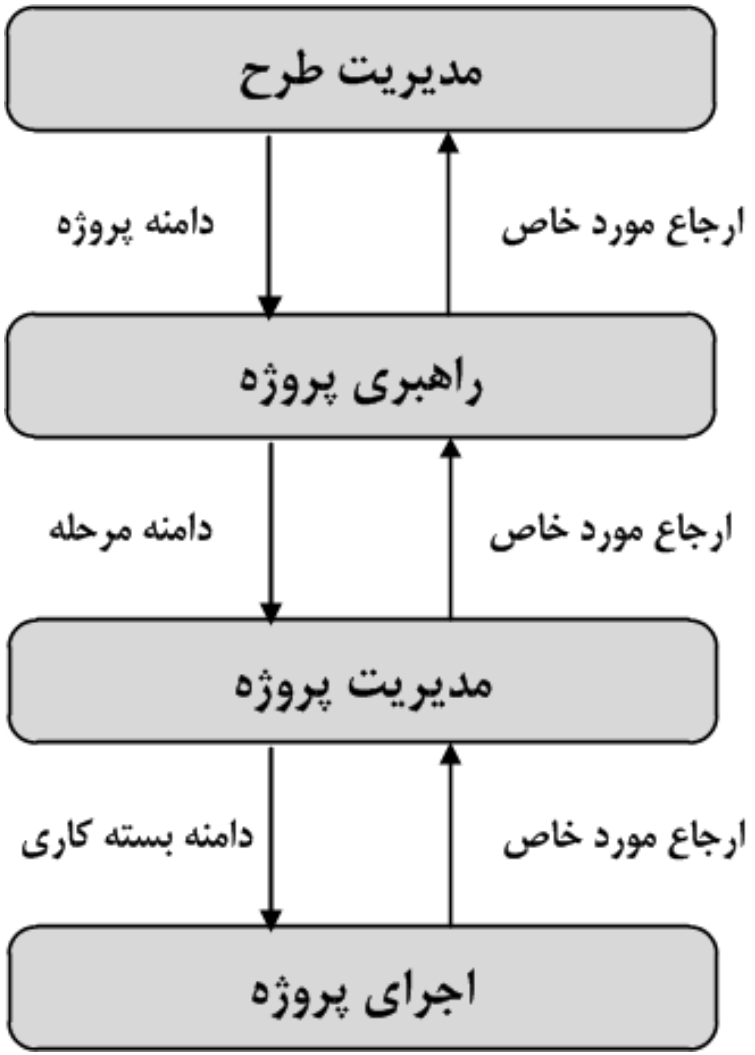
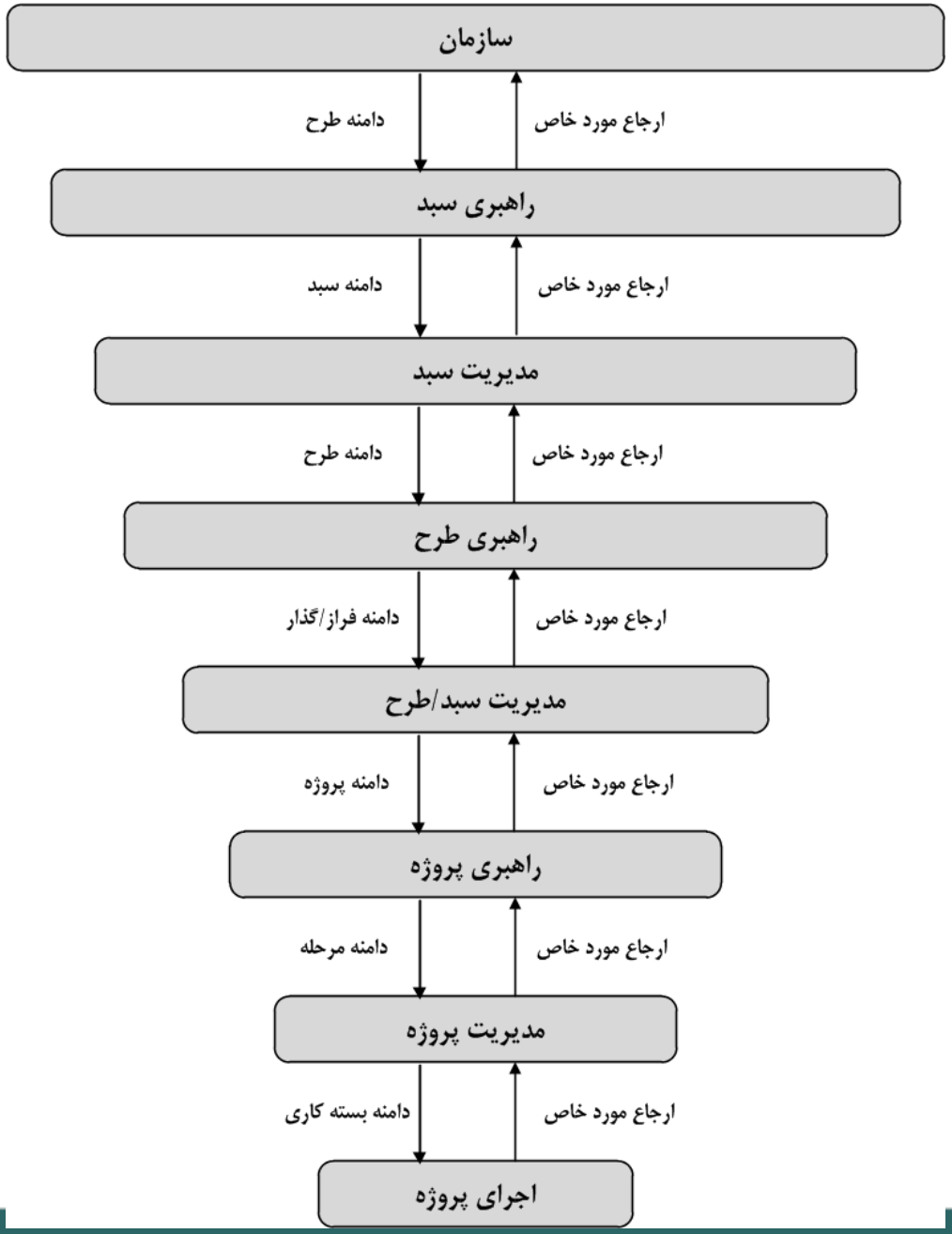
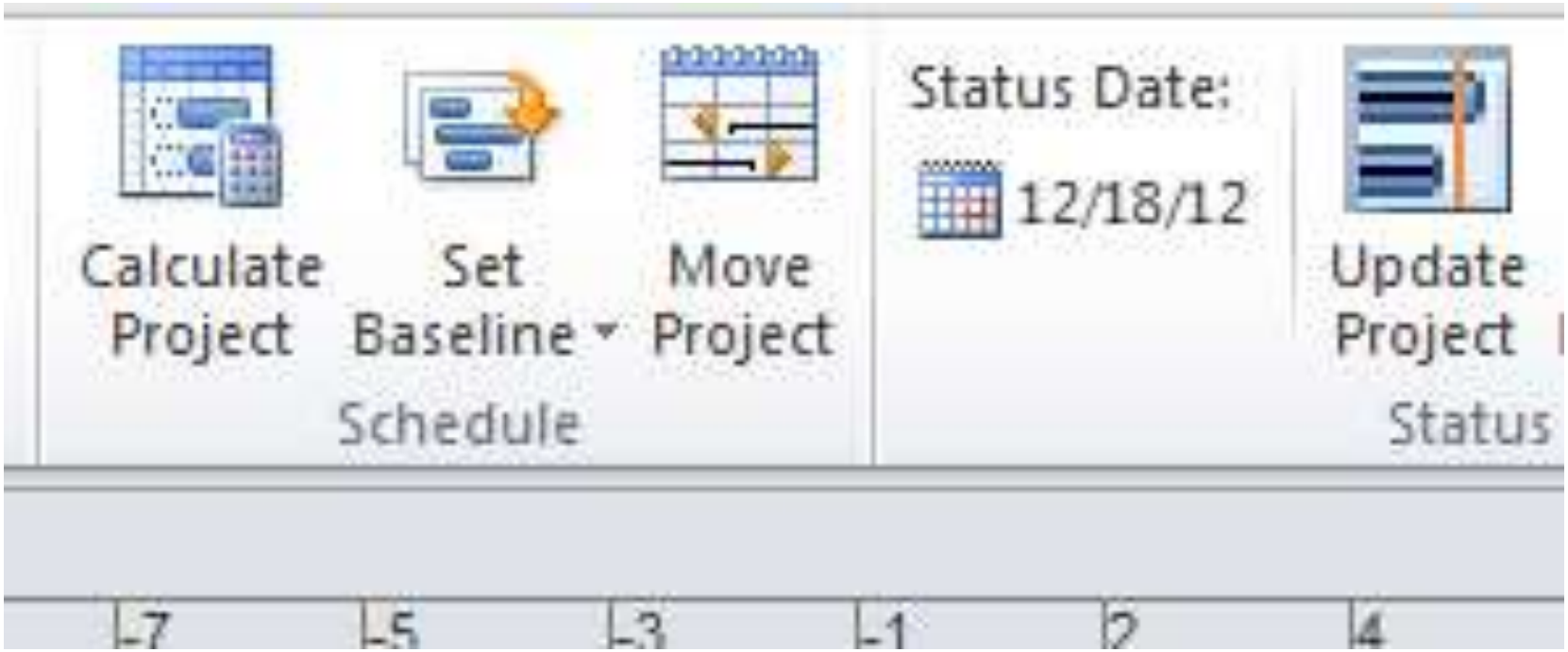
ارجاع موارد خاص





Set Baseline Vs. Update Project



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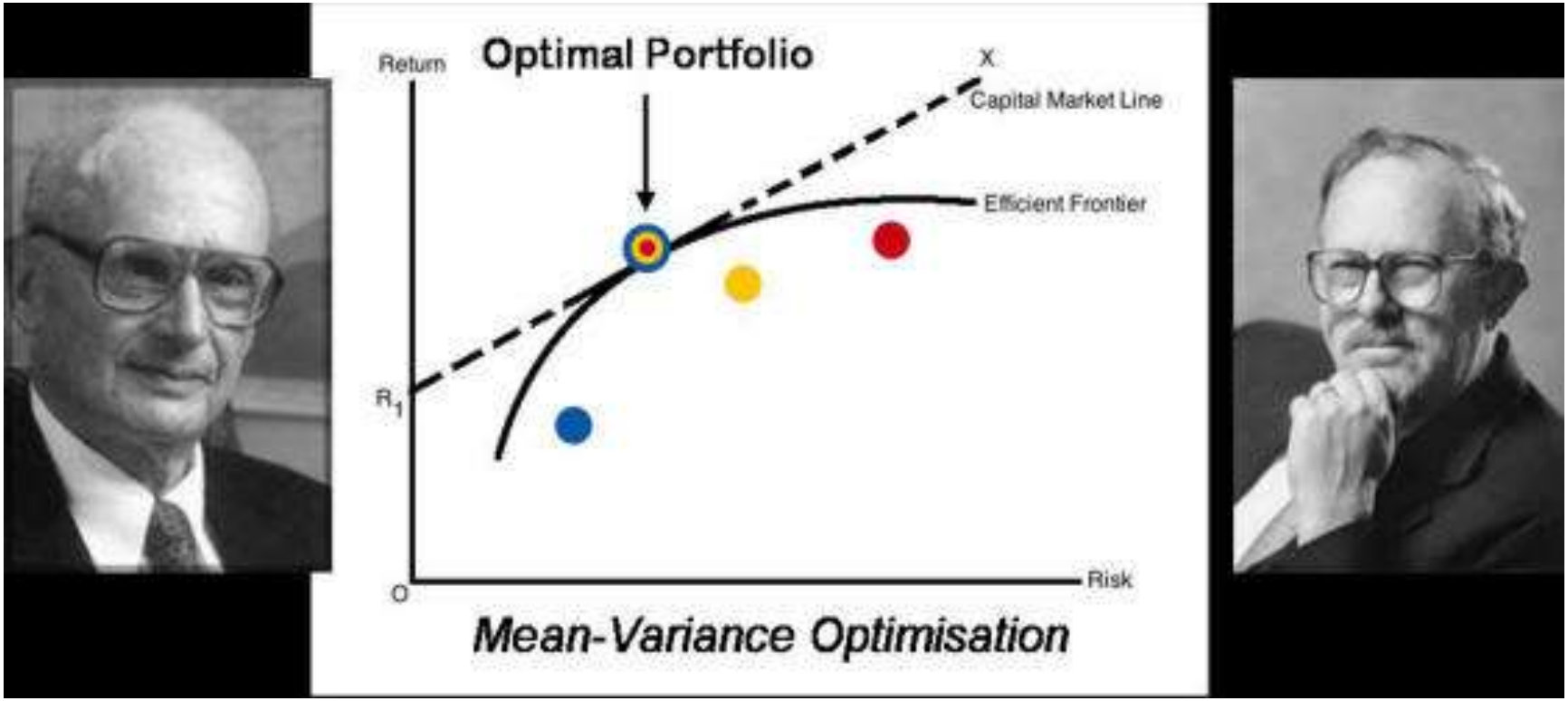
Appetite

- An organization’s risk attitude, appetite, and threshold influence how risk is addressed.

Markowitz and Sharpe



Review of Quantitative Finance and Accounting, 1 (1991): 209–228

Markowitz, Miller, and Sharpe: The First Nobel Laureates in Finance

CHENG-FEW LEE*
Rutgers University, School of Business, New Brunswick, NJ 08903

1. Introduction

Three days before the Conference on Financial Economics and Accounting, held on October 19 and 20, 1990 at the School of Business, Rutgers University, New Brunswick, Three finance professors, Harry Markowitz, Merton Miller, and William Sharpe, were awarded the Nobel Prize in Economics. This was the first time that that prestigious award was given to members of the finance community.

Because of this, as organizer of the **Conference on Financial Economics and Accounting**, I added a special session to discuss the event. At the session, I distributed copies of the winners' resumes to the approximately 100 well-known finance professors and professionals in attendance. Quite a few people—including Steve Ross, Larry Fisher, Frank C. Jen, and Jack C. Francis—expressed their opinions about the contribution of these scholars. During the discussion, I invited the attendees to write something about the Nobel laureates.[1] The following is a compilation of essays submitted; they are ordered alphabetically by author's last name.

Finally, based upon the resumes of these three scholars, I have summarized and analyzed their work, the subject areas they have researched, and the journals in which their work has been published. In closing, a brief overall summary of the views expressed is presented.

Risk responses should be

- Appropriate and timely to the significance of the risk,
- Cost effective,
- Realistic within the project context,
- Agreed to by relevant stakeholders, and
- Owned by a responsible person.

3.10 OPTIMIZE RISK RESPONSES

RISK

Continually evaluate exposure to risk, both opportunities and threats, to maximize positive impacts and minimize negative impacts to the project and its outcomes.

- Individual and overall risks can impact projects.
- Risks can be positive (opportunities) or negative (threats).
- Risks are addressed continually throughout the project.
- An organization's risk attitude, appetite, and threshold influence how risk is addressed.
- Risk responses should be:
  - Appropriate for the significance of the risk,
  - Cost effective,
  - Realistic within the project context,
  - Agreed to by relevant stakeholders, and
  - Owned by a responsible person.

Figure 3-11. Optimize Risk Responses

3.12 ENABLE CHANGE TO ACHIEVE THE ENVISIONED FUTURE STATE

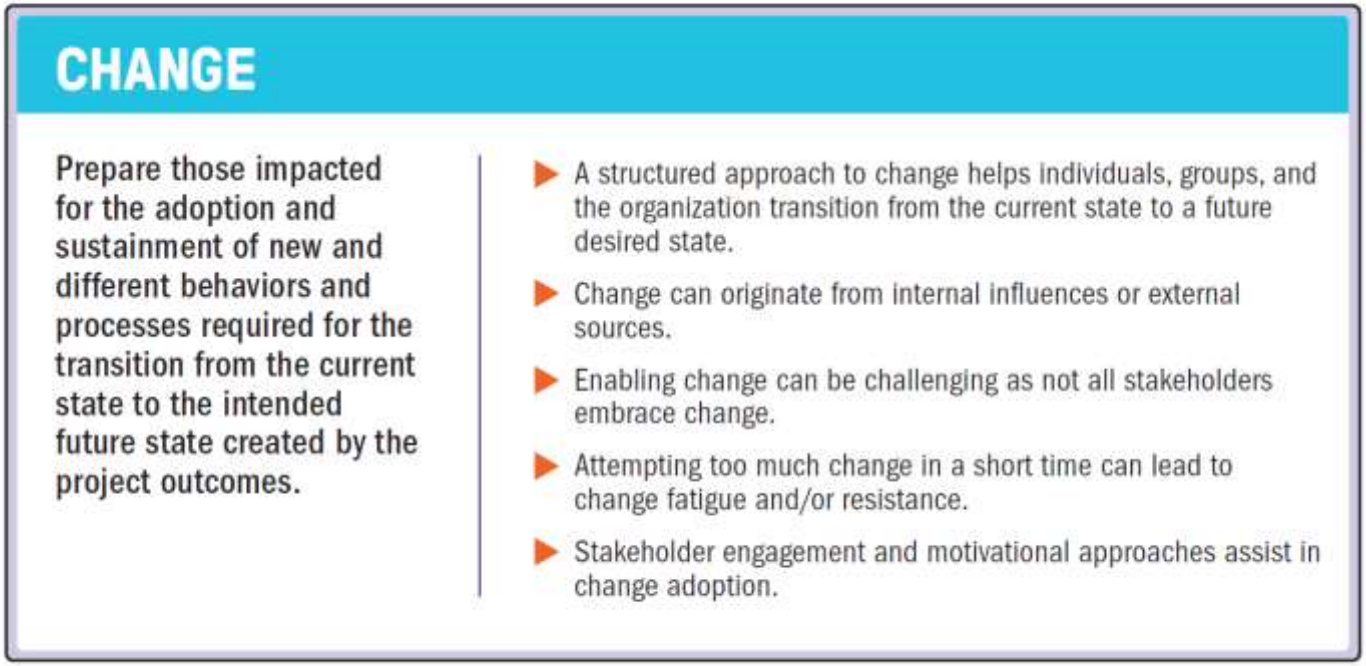
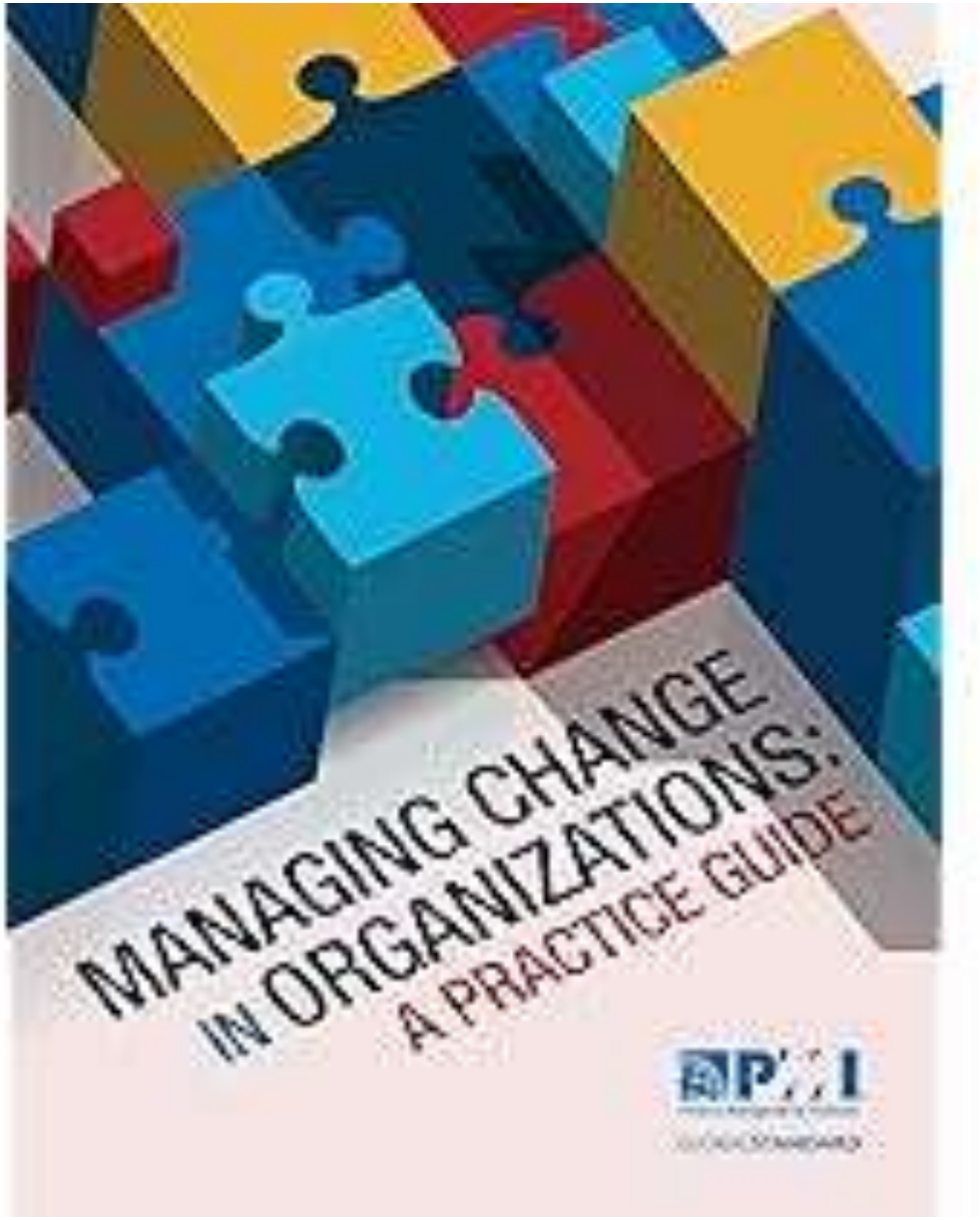
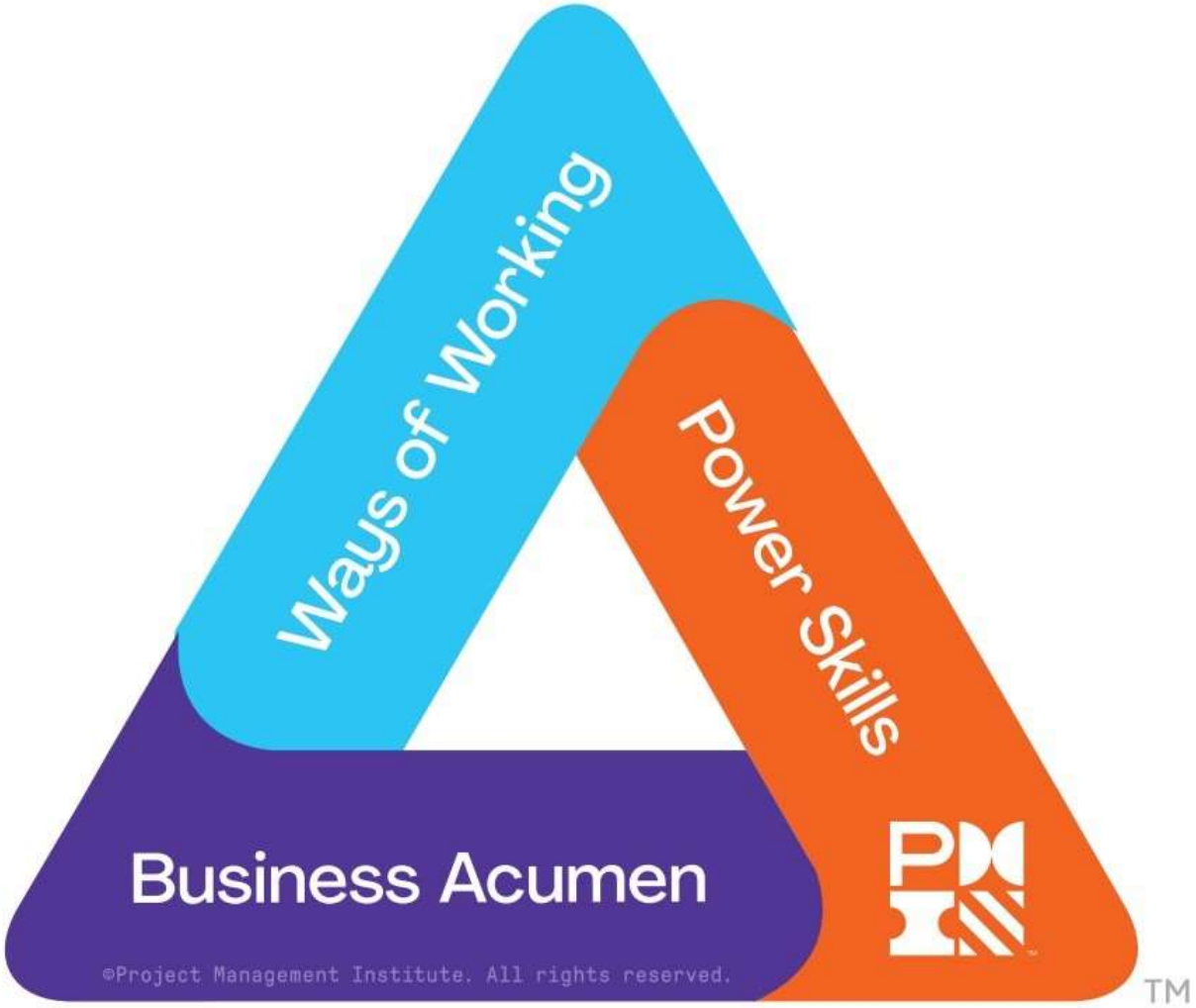


Figure 3-13. Enable Change to Achieve the Envisioned Future State



The PMI Talent Triangle®



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