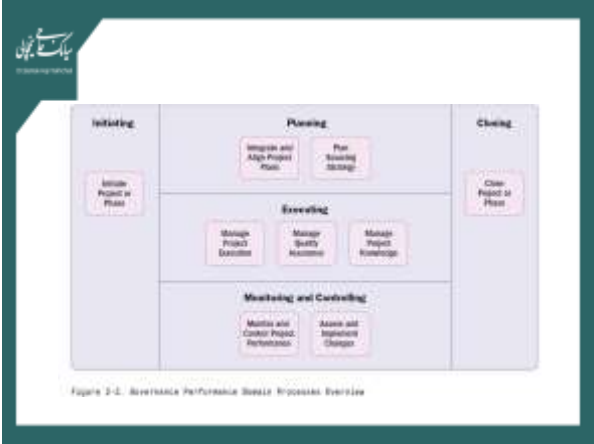




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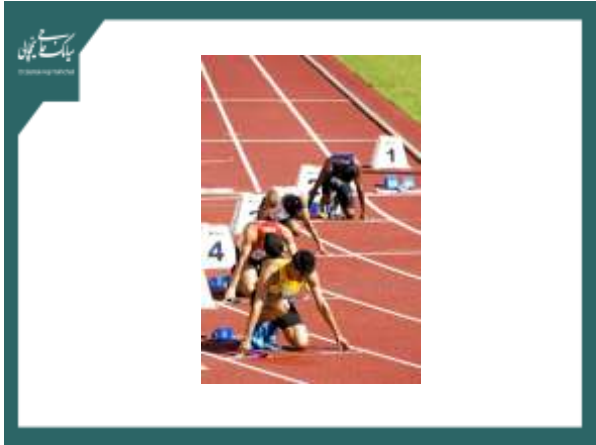
# رهنمود جامع النّا

## دکتر سیامک حاجی یخچالی

عضو هیئت علمی دانشکده فنی دانشگاه تهران



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# Outputs

- Project charter
- Assumption log
- Etc.

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# Initiate Project or Phase

| Inputs                                                                                                                                                                                                                    | Tools & Techniques                                                                                                                                                                                                                                                                                                                                                                               | Outputs                                                                                                   |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"><li>• Business case</li><li>• Benefits management plan</li><li>• Agreements</li><li>• Enterprise environmental factors</li><li>• Organizational process assets</li><li>• Etc.</li></ul> | <ul style="list-style-type: none"><li>• Expert judgment</li><li>• Data gathering</li><li>• Brainstorming</li><li>• Focus groups</li><li>• Interviews</li><li>• Delphi method and other skills</li><li>• Conflict management</li><li>• Facilitation</li><li>• Meeting management</li><li>• Meetings</li><li>• Responsibility assignment matrix</li><li>• Project charter</li><li>• Etc.</li></ul> | <ul style="list-style-type: none"><li>• Project charter</li><li>• Assumption log</li><li>• Etc.</li></ul> |

Figure 2-8. Initiate Project or Phase Inputs, Tools and Techniques, and Outputs



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**Product.** An artifact that is produced, is quantifiable, and can be either an end item in itself or a component item. Product is an overarching term that includes both tangible (physical goods) and intangible (digital goods and services) items.

**Project calendars.** A project calendar is a calendar that identifies working days and shifts that are available for scheduled activities. The project calendar distinguishes time periods in days, in parts of days, that are available to complete scheduled activities from time periods that are not available for work. A schedule model may require more than one project calendar to allow for different work periods for some activities to calculate the project schedule. Project calendars may be updated.

**Project charter.** A project charter is a document issued by the project initiator or sponsor that formally authorizes the existence of a project and provides the project manager with the authority to apply organizational resources to project activities.

**Project communications.** Project communications may include but are not limited to performance reports, deliverable status, schedule progress, cost incurred, assumptions, and other information required by stakeholders.

**Project documents.** The project documents include documentation created throughout the five Project Management Focus Areas to initiate, plan, execute, monitor and control, and close the project before delivering it. Examples include the change log, issue log, project schedule, project scope statement, requirements documentation, risk register, and stakeholder register.

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# Charter



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| PROJECT CHARTER                       |  |
|---------------------------------------|--|
| Project name                          |  |
| Data                                  |  |
| Provider                              |  |
| Confirmer                             |  |
| Approver                              |  |
| Document Code                         |  |
| Version                               |  |
| Project Purpose                       |  |
|                                       |  |
| Project objectives (Success criteria) |  |
|                                       |  |
| High-level Project Description        |  |
|                                       |  |
| Project boundaries                    |  |
|                                       |  |
| Key Deliverables                      |  |
|                                       |  |

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# Outputs

- Project charter

**Project charter.** A project charter is a document issued by the project initiator or sponsor that formally authorizes the existence of a project and provides the project manager with the authority to apply organizational resources to project activities.

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| PROJECT CHARTER                 |      |
|---------------------------------|------|
| Preapproved Financial Resources |      |
|                                 |      |
| Stakeholder                     | Role |
|                                 |      |
|                                 |      |
|                                 |      |
|                                 |      |
| Project Exit Criteria           |      |
|                                 |      |
| Project Manager Authority Level |      |
| Staffing Decisions              |      |
|                                 |      |
| Budget Management and Variance  |      |
|                                 |      |

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| PROJECT CHARTER         |          |
|-------------------------|----------|
| Overall Project risk    |          |
|                         |          |
| High-level requirements |          |
|                         |          |
| Scope                   |          |
|                         |          |
| Time                    |          |
|                         |          |
| Cost                    |          |
|                         |          |
| Other                   |          |
|                         |          |
| Summary Milestones      | Due Date |
|                         |          |
|                         |          |

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Approval  
VS  
Confirmation

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| PROJECT CHARTER             |  |
|-----------------------------|--|
| Technical Decisions         |  |
|                             |  |
| Conflict Resolution         |  |
|                             |  |
| Sponsor Authority           |  |
|                             |  |
| Approvals                   |  |
| Portfolio Manager Signature |  |
| Portfolio Manager Name      |  |
| Data                        |  |

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Tools & Techniques

- Expert judgment
- Data gathering
  - Brainstorming
  - Focus groups
  - Interviews
- Interpersonal and team skills
  - Conflict management
  - Facilitation
  - Meeting management
- Meetings
- Responsibility assignment matrix
- Project canvas
- Etc.

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| PROJECT CHARTER       |  | PROJECT CHARTER       |  | PROJECT CHARTER       |  | PROJECT CHARTER       |  |
|-----------------------|--|-----------------------|--|-----------------------|--|-----------------------|--|
| Project Name          |  | Project Name          |  | Project Name          |  | Project Name          |  |
| Project Description   |  | Project Description   |  | Project Description   |  | Project Description   |  |
| Project Justification |  | Project Justification |  | Project Justification |  | Project Justification |  |
| Project Objectives    |  | Project Objectives    |  | Project Objectives    |  | Project Objectives    |  |
| Project Risks         |  | Project Risks         |  | Project Risks         |  | Project Risks         |  |
| Project Stakeholders  |  | Project Stakeholders  |  | Project Stakeholders  |  | Project Stakeholders  |  |
| Project Budget        |  | Project Budget        |  | Project Budget        |  | Project Budget        |  |
| Project Resources     |  | Project Resources     |  | Project Resources     |  | Project Resources     |  |
| Project Timeline      |  | Project Timeline      |  | Project Timeline      |  | Project Timeline      |  |
| Project Deliverables  |  | Project Deliverables  |  | Project Deliverables  |  | Project Deliverables  |  |
| Project Metrics       |  | Project Metrics       |  | Project Metrics       |  | Project Metrics       |  |
| Project Status        |  | Project Status        |  | Project Status        |  | Project Status        |  |

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**Approved change requests.** Approved change requests are change requests that were approved according to the change management plan by the project manager, change control board (CCB), or another designated person, and are either approved, deferred, or rejected.

Approved change requests are implemented via the change request management process. Submittal of approved change requests is a responsibility of the person or group requesting the change. The disposition of all change requests are recorded in the change log as a project document update. See also change requests.

**Approved changes.** Approved changes are changes or modifications that will be implemented as part of the project scope. Approved changes result from change requests that have been fully approved through change control meetings, either by the project manager or change control board (CCB).

**Assumption log.** An assumption log is a project document used to record all assumptions and constraints throughout the project. Some assumptions and constraints may be critical, and the focus of testing, assumptions, and constraints may be updated as needed.

High-level strategic and operational constraints are typically identified in the business case before the project is initiated and then flow into the project charter. Lower-level strategy, product, information, technical, schedule, risk, etc. The assumption log is used to record all assumptions and constraints throughout the project life cycle.

**Backlog.** A backlog is an ordered list of work to be done, often within a user story, and prioritized by the business through and against an addition or right project's work. The backlog reflects the current project needs, including the product requirements and user stories, and consists of a prioritized plan for the remaining work.

The types of backlog commonly used in agile projects include the following:

- **Product backlog.** Usually proposed by the product owner, the product backlog includes requirements, features, epic user stories, and user stories representing the overall scope and value of the product.
- **Developer backlog.** An developer backlog is a subset of the product backlog that contains selected user stories and the required tasks to complete the selected backlog items during the current iteration.

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Outputs

- Project charter
- Assumption log
- Etc.

**Assumption log.** An assumption log is a project document used to record all assumptions and constraints throughout the project. New assumptions and constraints may be added, and the status of existing assumptions and constraints may be updated or closed out.

High-level (strategic and operational) constraints are normally identified in the business case before the project is initiated and then flow into the project charter. Lower-level activity and task assumptions are generated throughout the project such as defining technical specifications, estimates, schedule activities, risks, etc. The assumption log is used to record all assumptions and constraints throughout the project life cycle.

  
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