

# رهنمود جامع النبا

## دکتر سیامک حاجی یخچالی

عضو هیئت علمی دانشکده فنی دانشگاه تهران



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# What is **Project?**





ای برادر قصه چون پیمانه است

که معنی اندر وی بسان دانه است

دانه معنی بگیرد مرد عقل

ننگرد پیمانه را گر گشت نقل

صورت و هیأت بود چون قشر و پوست

معنی اندر وی چو مغز ای یار و دوست



## The 777 Delivers More

Proven Performance – A complete family proven in the market by a large customer base.

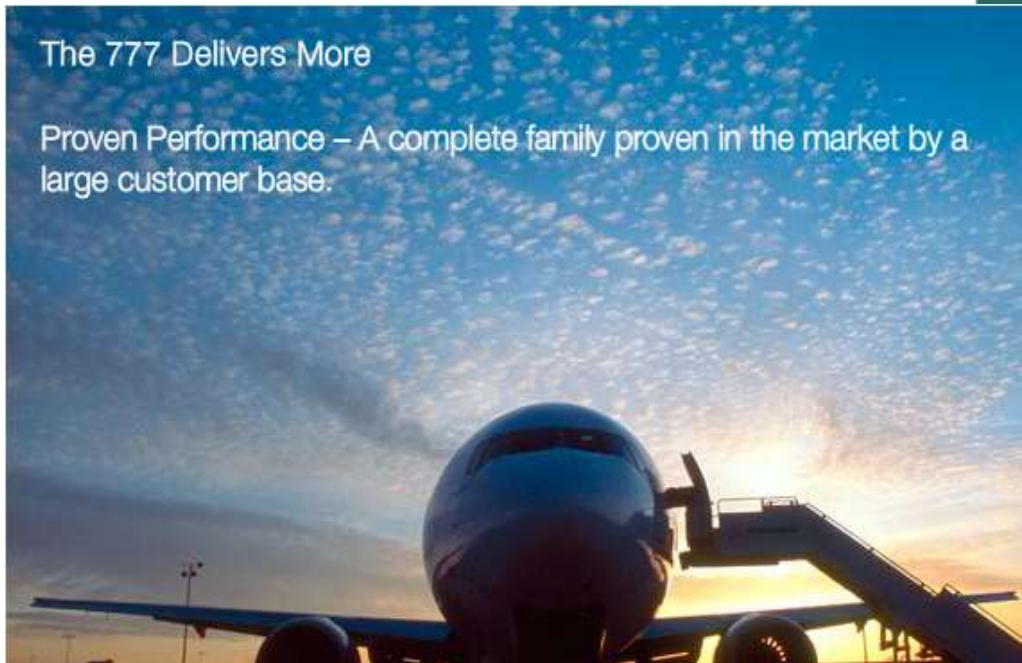






## The 777 Delivers More

Proven Performance – A complete family proven in the market by a large customer base.



### **1.3.1 Characteristics of a Project**

Organizations expect projects to deliver value in addition to outputs and artifacts. Project managers are expected to deliver project outcomes that create value for the organization and stakeholders within the organization's system for value delivery.



**Temporary.** Projects are initiated to create value by producing tangible and/or intangible deliverables such as products, services, or other results. Unlike ongoing operations, projects are temporary and have a defined beginning and end. Although projects are temporary, their deliverables often persist beyond the project's conclusion. Usually, a project ends when one or more of the following conditions are met:

- The project's objectives have been achieved;
- A governing body, the project sponsor, or the project team has determined that the objectives will not or cannot be met;
- Resources (funding, human, or physical) are exhausted or no longer available;
- Due to changes in strategy, priorities, or the external environment, the need for the project no longer exists; or
- The project is terminated for other reasons such as legal, regulatory, or compliance issues.

**Unique context.** A unique context in projects refers to the specific conditions and environments that distinguish one project from another, even if they have otherwise similar characteristics. This uniqueness arises from factors such as differences in goals, scope, duration, location, technology, quality, costs, risks, resources, and stakeholders involved in the project. Even if two projects aim for the same value or objectives, each project differs due to the context in which it is carried out. These differences require tailored management approaches to meet the specific needs and challenges of each project. As a result, the unique context of each project requires customized strategies for success.

**Value creation through organizational change.** Projects, in pursuit of value, drive change in organizations. From a business perspective, a project's purpose is to move an organization from one state to another to achieve a specific objective (see Figure 1-1). Before the project begins, an organization is in its current state. The desired result of the change driven by the project is described as the future state. For some projects, this shift may involve creating a transition state where several steps are taken in a structured manner to achieve the future state. The successful completion of a project results in the organization moving to the future state and achieving value for the organization, as defined by key stakeholders.

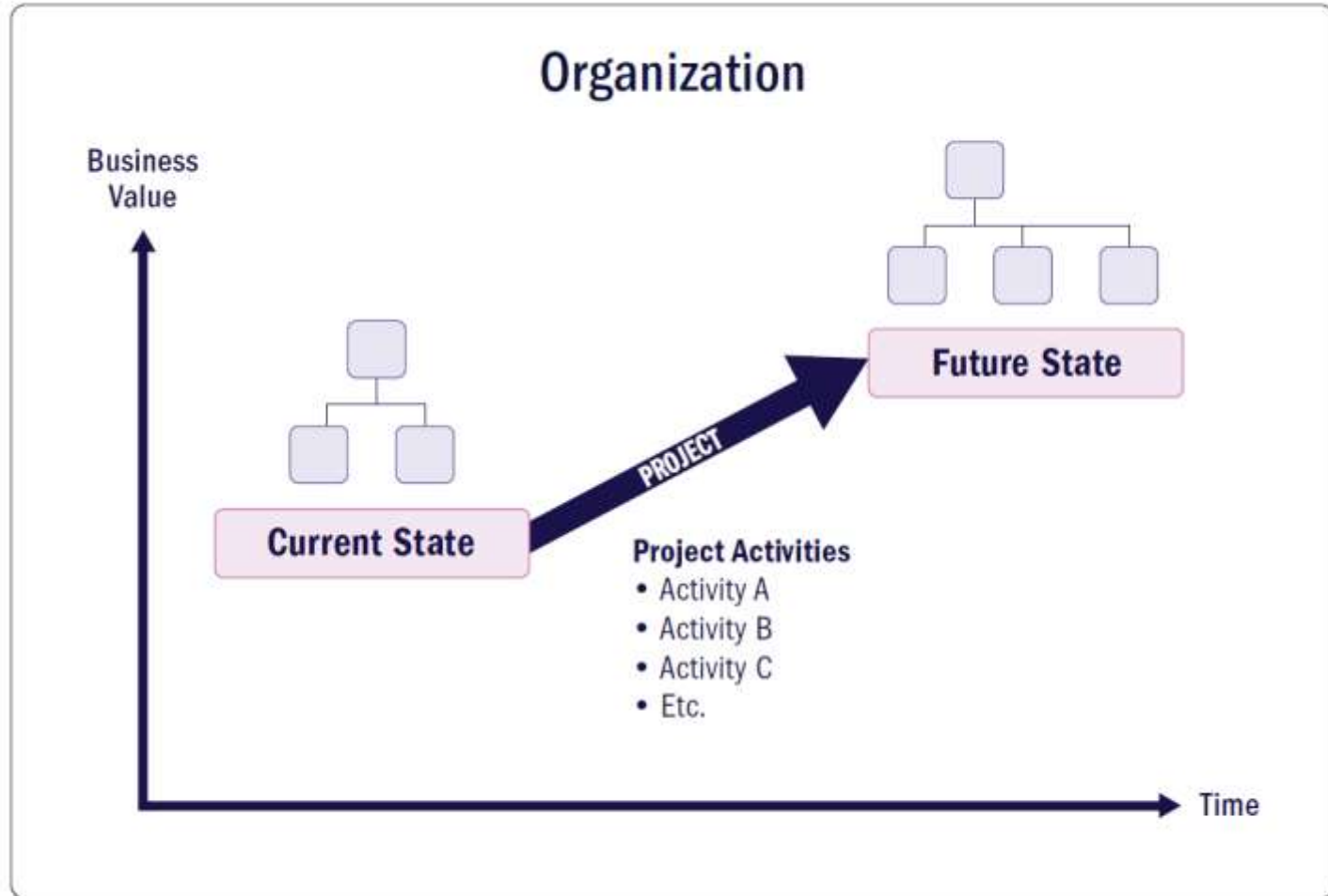


Figure 1-1. Impact of Projects on Organizational States

# Connecting Organizational Governance and Project Governance

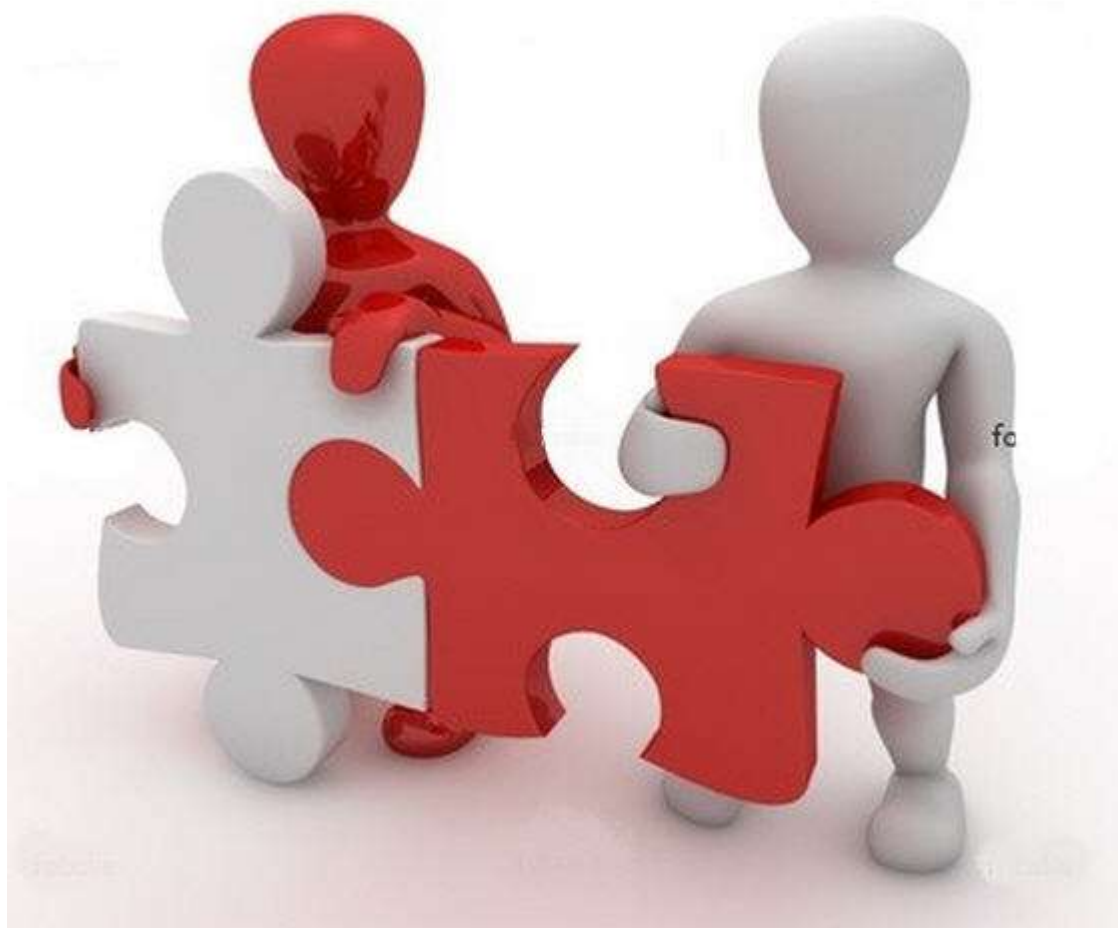
- Enforcing legal, regulatory, and compliance requirements;
- Defining ethical, social, and environmental responsibilities;
- Specifying operational, legal, financial, and risk policies;
- Promoting the alignment of portfolios, programs, and projects with strategic objectives at different hierarchical levels;
- Ensuring that initiatives contribute to the organizational mission and vision: and
- Facilitating decision-making that maximizes delivered value connected to the system for value delivery.

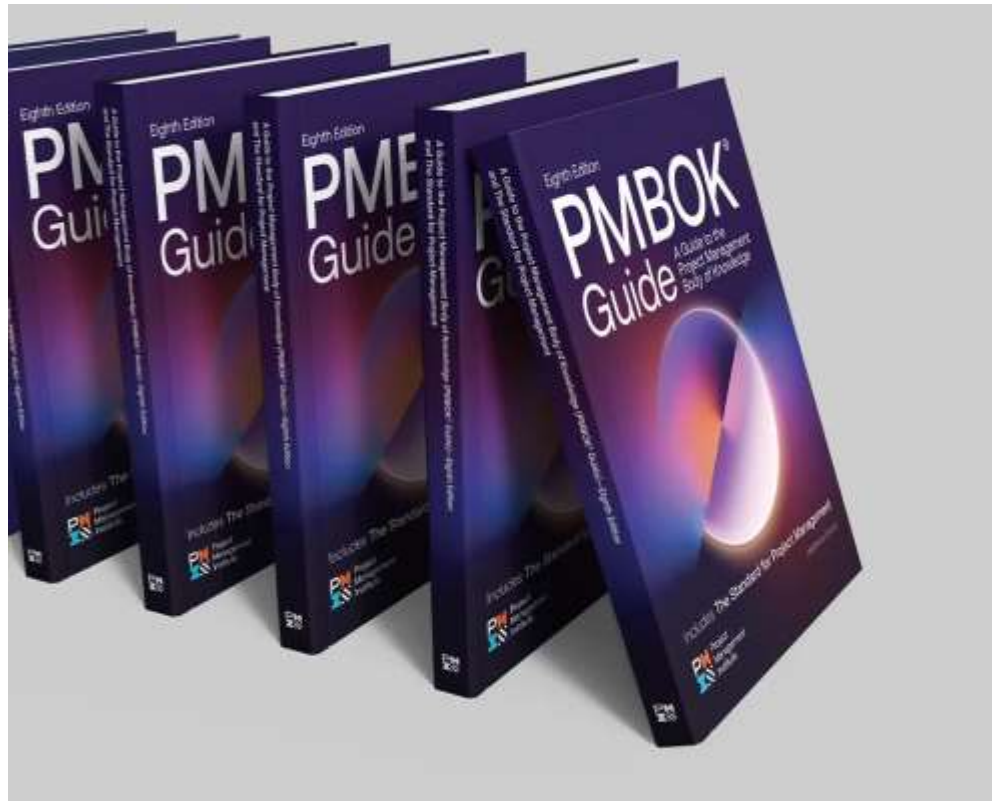


### 1.3.2.1 Project Initiation

Organizational leaders authorize projects in response to organizational strategic-objective realization and stakeholder needs. Projects enable organizations to make necessary changes to address these factors. The factors can be categorized into several areas, including the following:

- Meeting regulatory, legal, or social requirements;
- Satisfying stakeholder requests or needs;
- Implementing or changing business or technological strategies; and
- Creating, improving, or fixing products, processes, organizations, or services.





**Project.** A temporary initiative in a unique context undertaken to create value. The temporary nature of a project indicates a beginning and an end to the project work or a phase of the project work. A project's unique context can be driven by its distinct goals, environmental conditions, approaches, stakeholders, or other dimensions. Projects can be stand-alone efforts or part of a portfolio or program.



# initiative

/ɪˈnɪʃətɪv/

noun



INITIATIVE

1. the ability to assess and initiate things independently.

"use your initiative, imagination, and common sense"

Similar:

enterprise

inventiveness

resourcefulness

capability

imagination



2. the power or opportunity to act or take charge before others do.

"anti-hunting groups have seized the initiative in the dispute"

Similar:

advantage

upper hand

edge

lead

whip hand

trump card



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Persian

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initiative



i niSHediv

Noun See dictionary



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Persian

French

English



ابتکار عمل ☆

ebtekar amel



More translations

Expand all

ابتکار Noun

initiative

invention

originality

imagination

im



پیشقدمی Adjective

initiative



فریحه Noun

initiative



الغازی Adjective

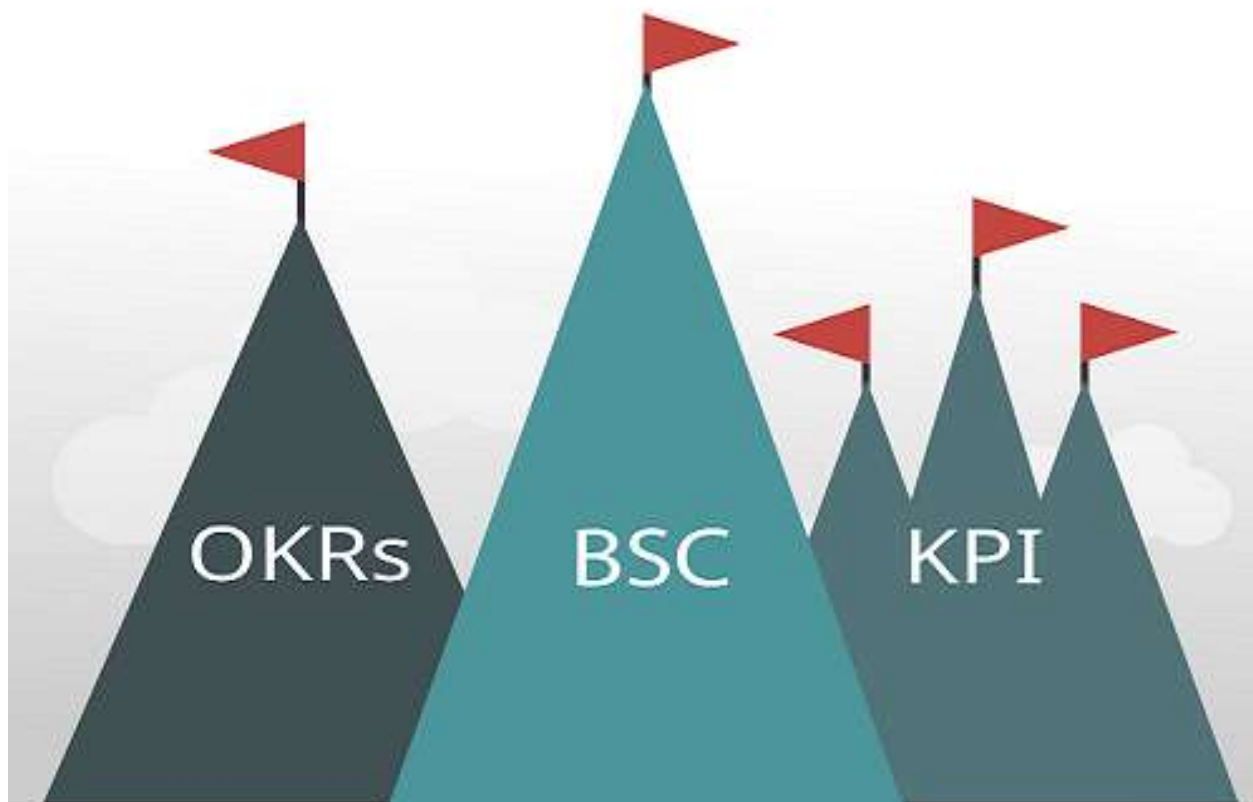
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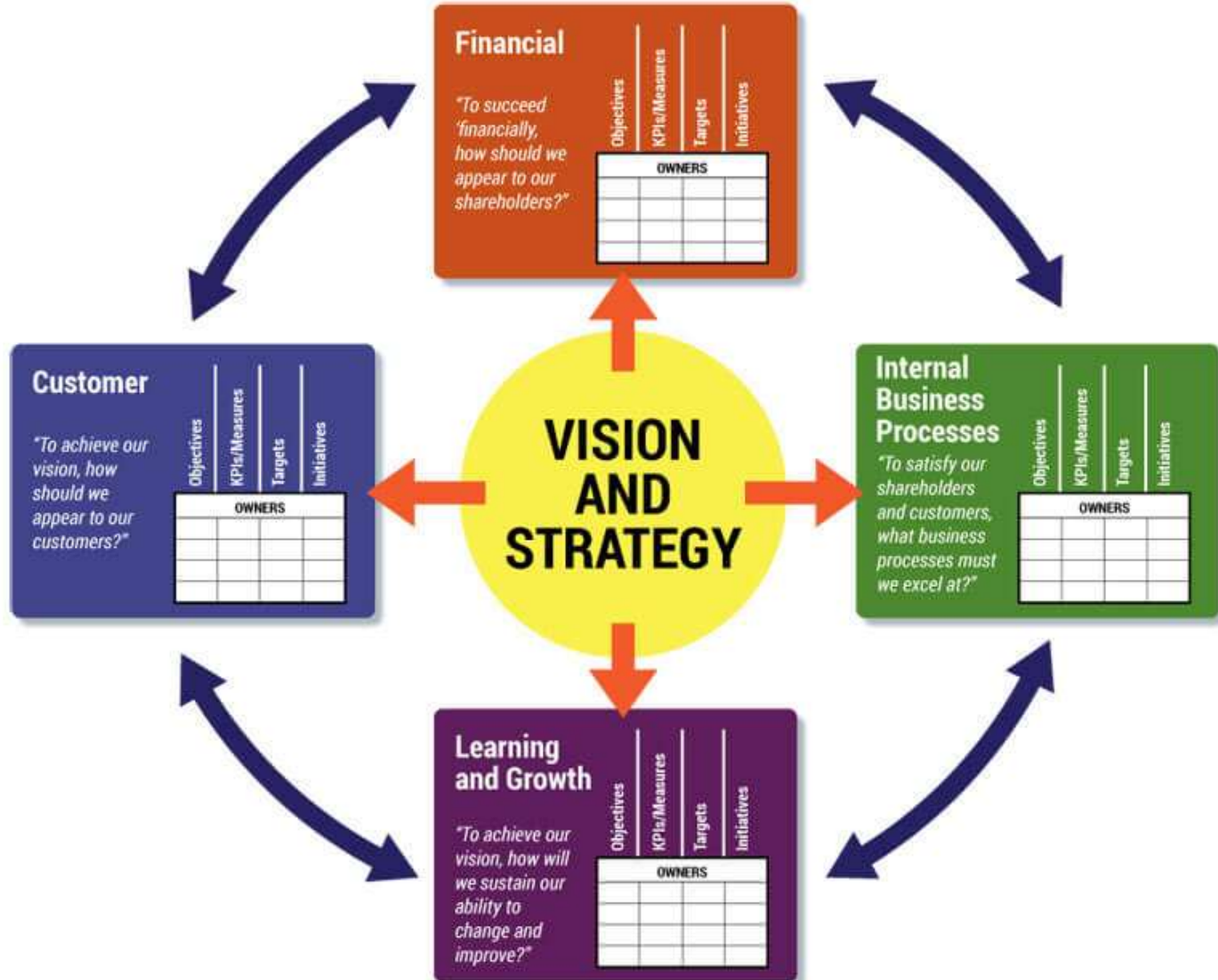
initiative



Send feedback









### 1.3.3 Operations and Project Management



Operations management focuses on the efficient, effective production of products and/or services. Additionally, operations management helps ensure that business operations are conducted efficiently and effectively by utilizing optimal resources to meet customer demands and deliver value. As such, operations management is concerned with managing processes that transform inputs (e.g., materials, components, energy, and labor) into outputs (e.g., products, goods, services, and/or other results). Operations management is distinct from formal project management as outlined in this standard.

# Projects can intersect with operations

- When developing new products or services, upgrading offerings, or expanding outputs;
- While improving product or service delivery operations or their development process;
- At the end of the product life cycle; and
- At each closeout phase or iteration.

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