

# رهنمود جامع الـ

## دکتر سیامک حاجی یخچالی

عضو هیئت علمی دانشکده فنی دانشگاه تهران



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- Product (Output)
- Outcome
- Value





**Benefit.** A gain or asset realized by the organization and other stakeholders as the result of outcomes delivered.



**Value.** The excess of financial and nonfinancial benefits over investment that is gained from achieving the goals of a portfolio, program, or project. Different stakeholders perceive value in different ways, which can be explained quantitatively or qualitatively. Thus, organizations may focus on business value as determined by performance metrics or finances, such as return on investment (ROI). Customers may interpret value as the convenience offered by a given product or service. Governments and nongovernmental organizations (NGOs) may prioritize the value of societal impact on groups of people and their communities and environments.



**Value delivery system.** A collection of strategic business activities aimed at building, sustaining, and/or advancing an organization. Portfolios, programs, projects, products, and operations can all be part of an organization's system for value delivery. This system enables organizations to align their work with their strategic objectives and achieve desired outcomes.

## System for Value Delivery

### Organizational Strategy



### Sample Portfolio

#### Program B

#### Portfolio A

#### Subprogram B1

Project  
1

Project  
2

Project  
3

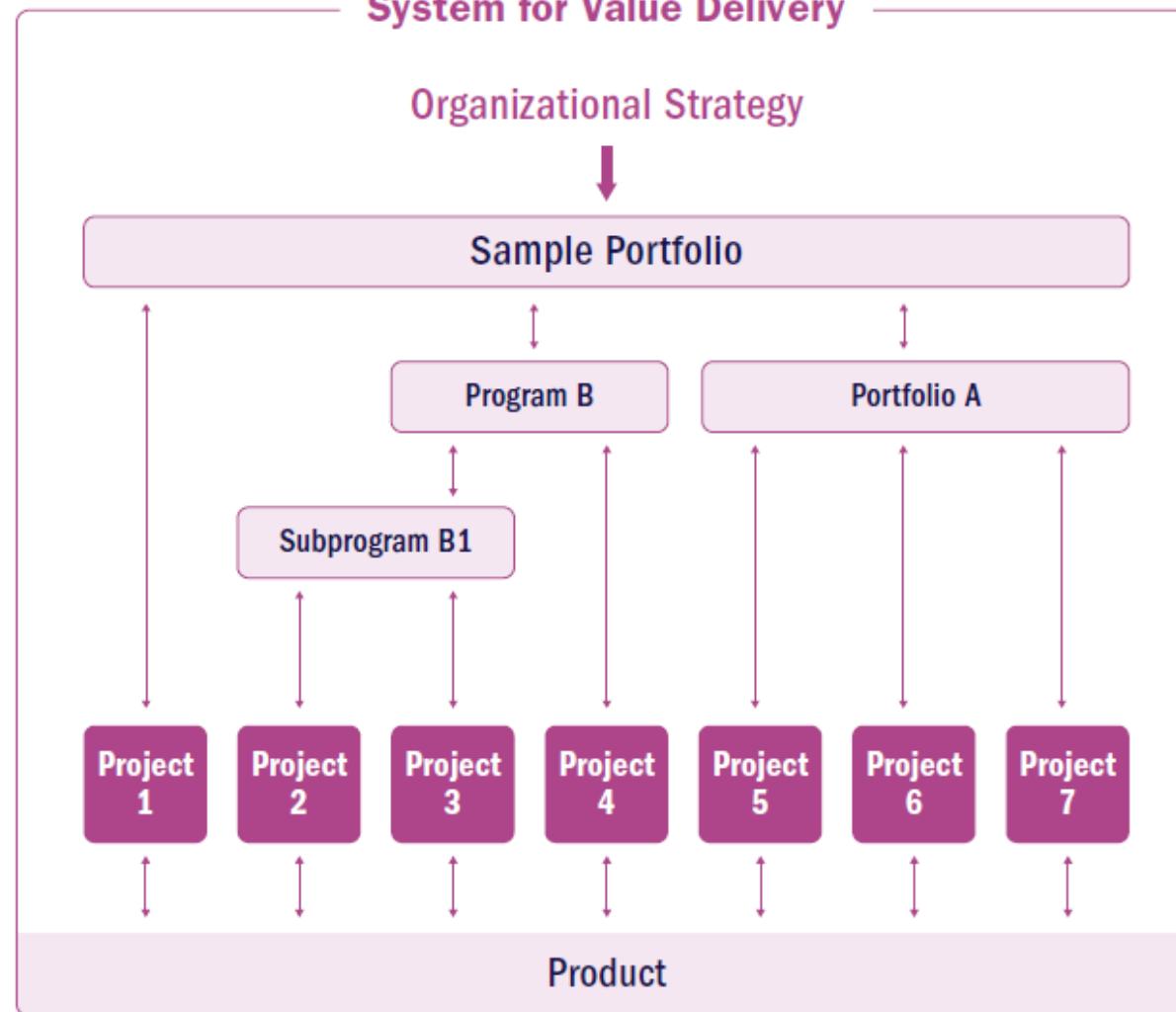
Project  
4

Project  
5

Project  
6

Project  
7

### Product



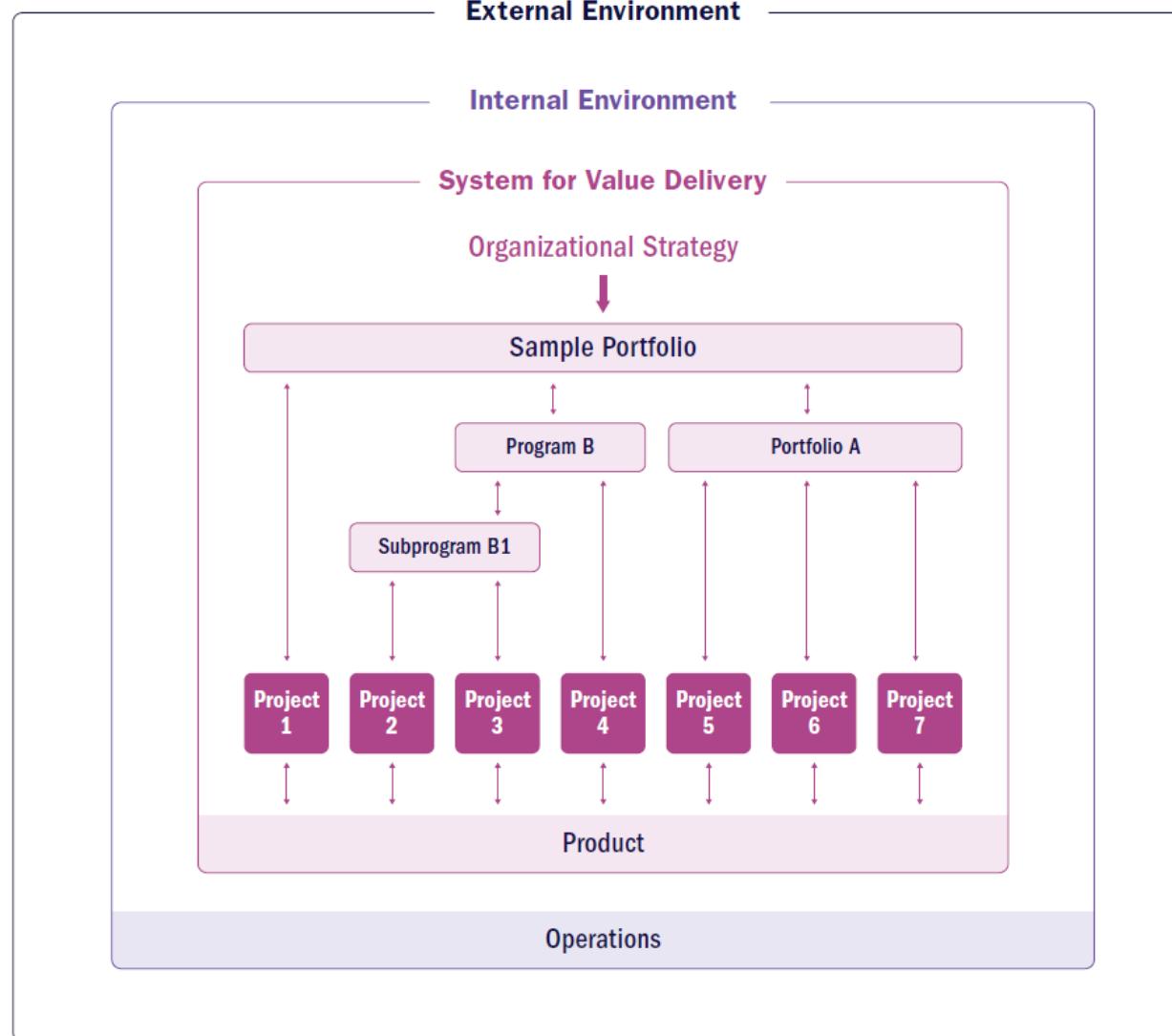


Figure 1-2. A Framework for Managing Portfolios, Programs, Projects, and Operations

Organizational Project Management			
	Portfolios	Programs	Projects
<b>Definition</b>	A collection of programs, projects, and operations managed as a group to maximize overall value delivery and achieve strategic objectives, meet mandatory obligations, or generate income streams	A group of related projects and program activities managed in a coordinated manner to obtain benefits not available from managing them individually	A temporary initiative in a unique context undertaken to create value
<b>Scope</b>	Organizational scope aligned with strategic objectives	Includes and integrates the scope of its component projects and subprograms	Defined objectives, progressively elaborated
<b>Change</b>	Adaptable to continuous monitoring and adjustment to align with strategic priorities and changes in the environment	Adaptable to optimize value delivery at the program level	Adaptable to enable and maximize value delivery
<b>Planning</b>	Strategic planning, priority definition, and resource allocation between programs and projects	High-level planning that tracks interdependencies and aligns with program objectives	Predictive, adaptive, or hybrid, depending on project requirements and organizational context
<b>Monitoring</b>	Monitors strategic changes and resource allocation	Monitors progress of component projects and benefits realization	Monitoring and controlling outputs and value
<b>Success</b>	Measured by strategic value delivery, overall change management success, and alignment with organizational vision and mission	Measured by the program's ability to collectively deliver benefits and value and achieve strategic objectives	Measured by delivered value that was worth the effort and expense, including quality, timeliness, budget compliance, sustainability, and stakeholder satisfaction

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