EMpower
شركة الحلول الإداريـة المتقدمة المحدودة

PMI® Authorized Certified Associate in Project Management (CAPM)® Exam Prep Course

Projects and Project Management

المشاريع و إدارة المشاريع

Understanding the Profession

Project Management Institute.

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In This Session:

- What Is a Project?
- Understanding Project Management
- Benefits of Project Management
- Projects vs. Operational Work Programs and Portfolios
- Project Management Process Groups
- Project Management Challenges

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Do I Already Know That?

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What Is a Project?

ما هو المشروع؟

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What Is a Project?

Lexicon of terms | Project Management Institute. (n.d.). Retrieved from https://www.pmi.org/pmbok-guide-standards/lexicon

A **temporary** endeavor undertaken to create a **unique** product, service, or result.

مسعى مؤقت يُتخذ لإنشاء منتج أو خدمة أو نتيجة فريدة.

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BREAKING DOWN THE DEFINITION: Project

Endeavor

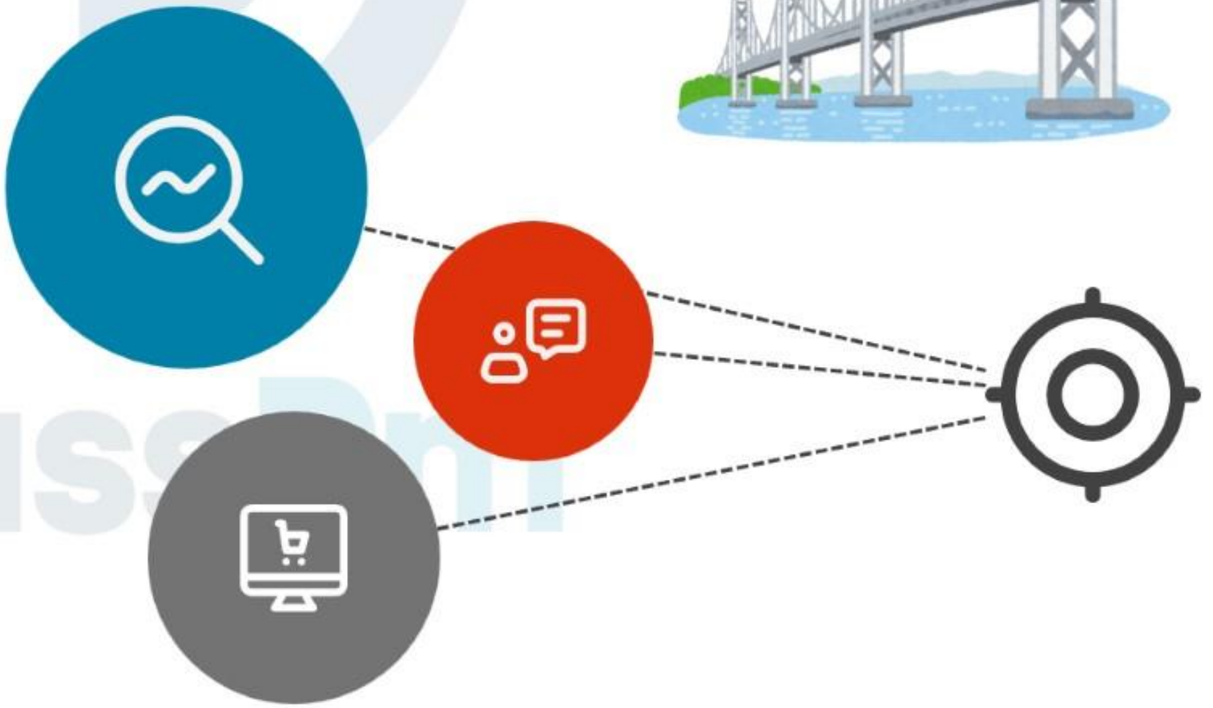
An endeavor something that delivers value, as a product, service or change.

Temporary

A temporary undertaking has a beginning and an end.

Unique

We can assume the bridge is unique and did not exist previously.



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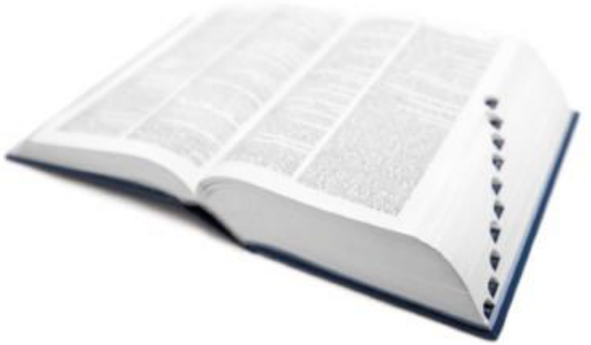
What Is Project Management?

The application of knowledge, skills, tools, and techniques to project activities to meet the project requirements.

تطبيق المعرفة والمهارات والأدوات والتقنيات على أنشطة المشروع لتلبية متطلبات المشروع.



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Breaking Down the Definition: Project Management

The application of **knowledge, skills, tools, and techniques** to project activities to meet project requirements

Guiding the project work to deliver the intended outcomes: This involves project planning, organizing, and controlling to deliver targeted goals.

Broad range of approaches: This refers to the **project life cycle.** A bridge construction project like the one we just talked about normally uses a predictive life cycle.
There are alternative—such as adaptive and hybrid approaches (which you will learn about soon)—you can also consider.

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Benefits of Project Management

Improving the chance of project success and delivering the expected benefits for the project

Increasing satisfaction for all stakeholders

Completing projects on schedule, within budget, and with acceptable quality

Using company talent and resources optimally

Enabling customer focus and introducing quality focus

Reducing the risk of unexpected events and project failure

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What's the Difference Between Projects and Operational Work?

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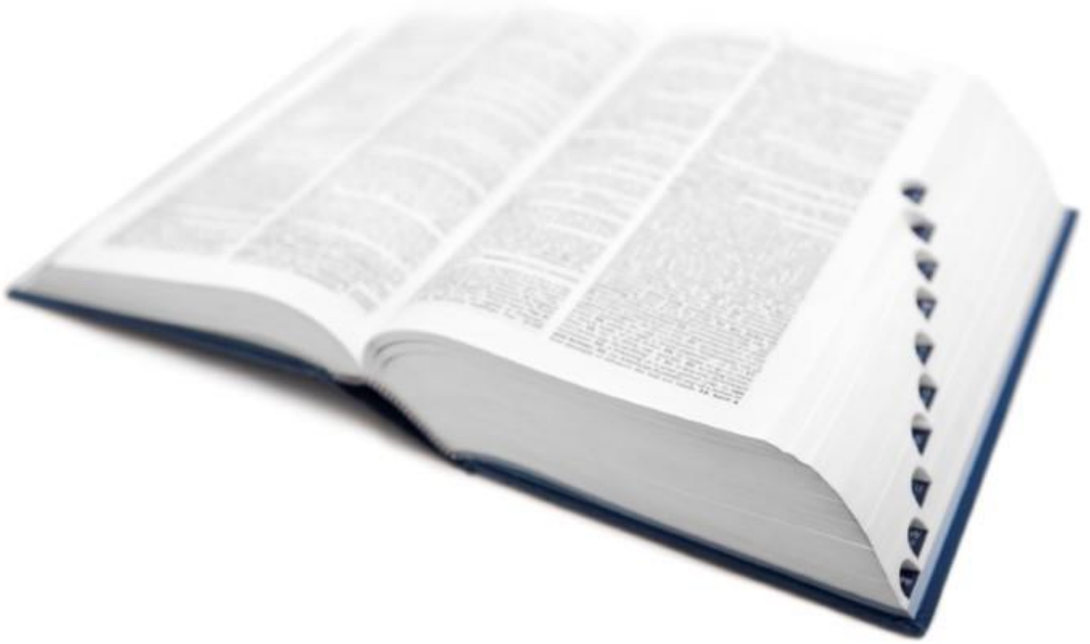
What Is an Operation?

The **ongoing** execution of activities that follow an organization's procedures to produce the same result or a **repetitive service; operations** are permanent in nature.



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Consider a Bakery

Baking bread is **an ongoing, repetitive process** that occurs day after day, with no distinct beginning or end.

That makes it **operational** work. That makes it operational work.
It is permanent, **day-after-day work** that produces the same result every ti

What would the bakery consider a **project**?

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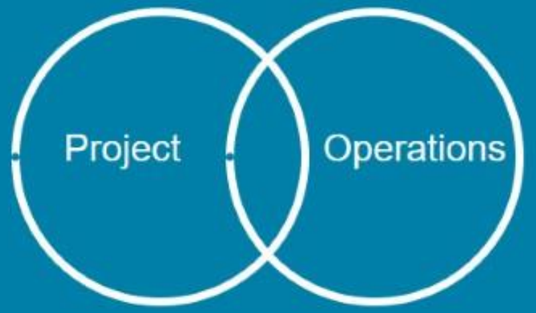
Project vs Operation



Attribute	Projects	Operations
Time	A beginning and an end	Ongoing and repetitive
Outcome	Unique product or service	A familiar product or service
People and resources	Temporary	Permanent
Authority	Project manager, with authority varying from weak to strong	Functional manager with formal and direct authority over people and processes
Primary life cycle	Project life cycle	Product life cycle

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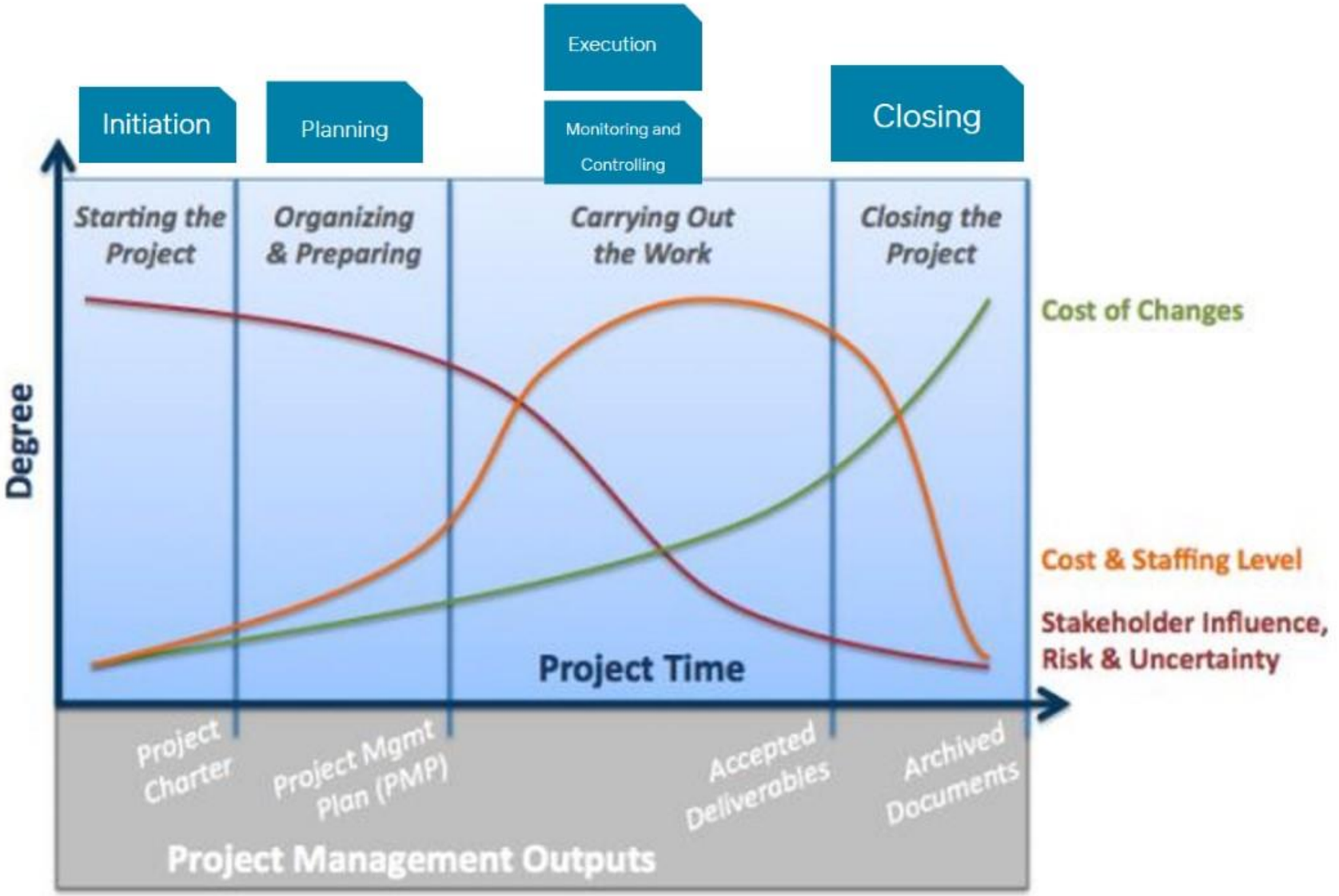
Project Lifecycle VS Product Lifecycle



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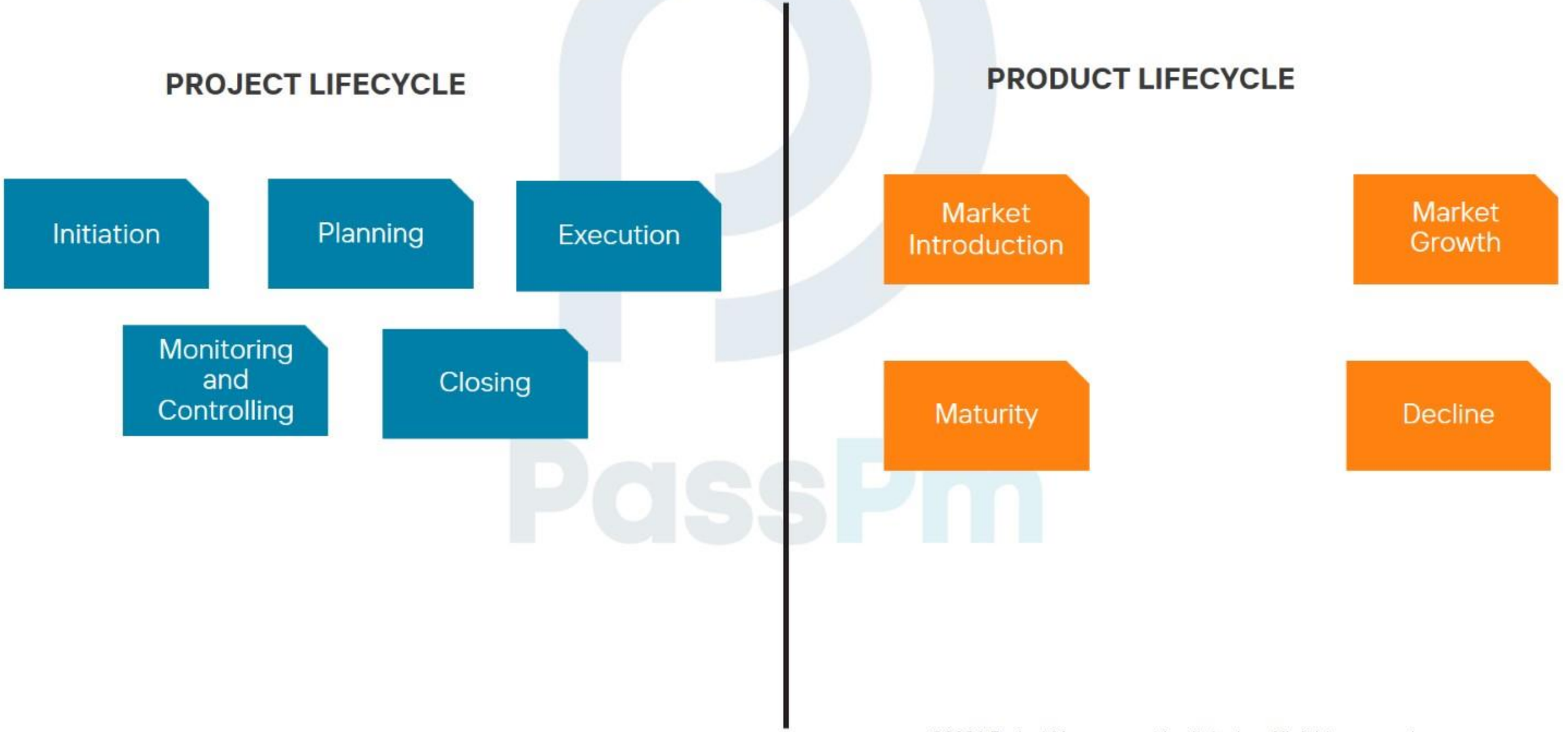
Project Lifecycle VS Product Lifecycle



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There Is a Close Relationship between Operations and Projects

Installing an oven is a DIY **project**

Using an oven to cook meals is **operations**

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There Is a Close Relationship between Operations and Projects - Customer Compalint Example

1. If the company started getting specific, recurring complaints, the company would need a permanent solution.
2. To do that, they'd initiate a new project to address the defect using data from production, quality assessment, and the complaints.
3. The project would need to determine the scope of the project, the resources required, and the estimated time.
4. When they've resolved the issue, the fix will be introduced back into the assembly line and the project discontinued.

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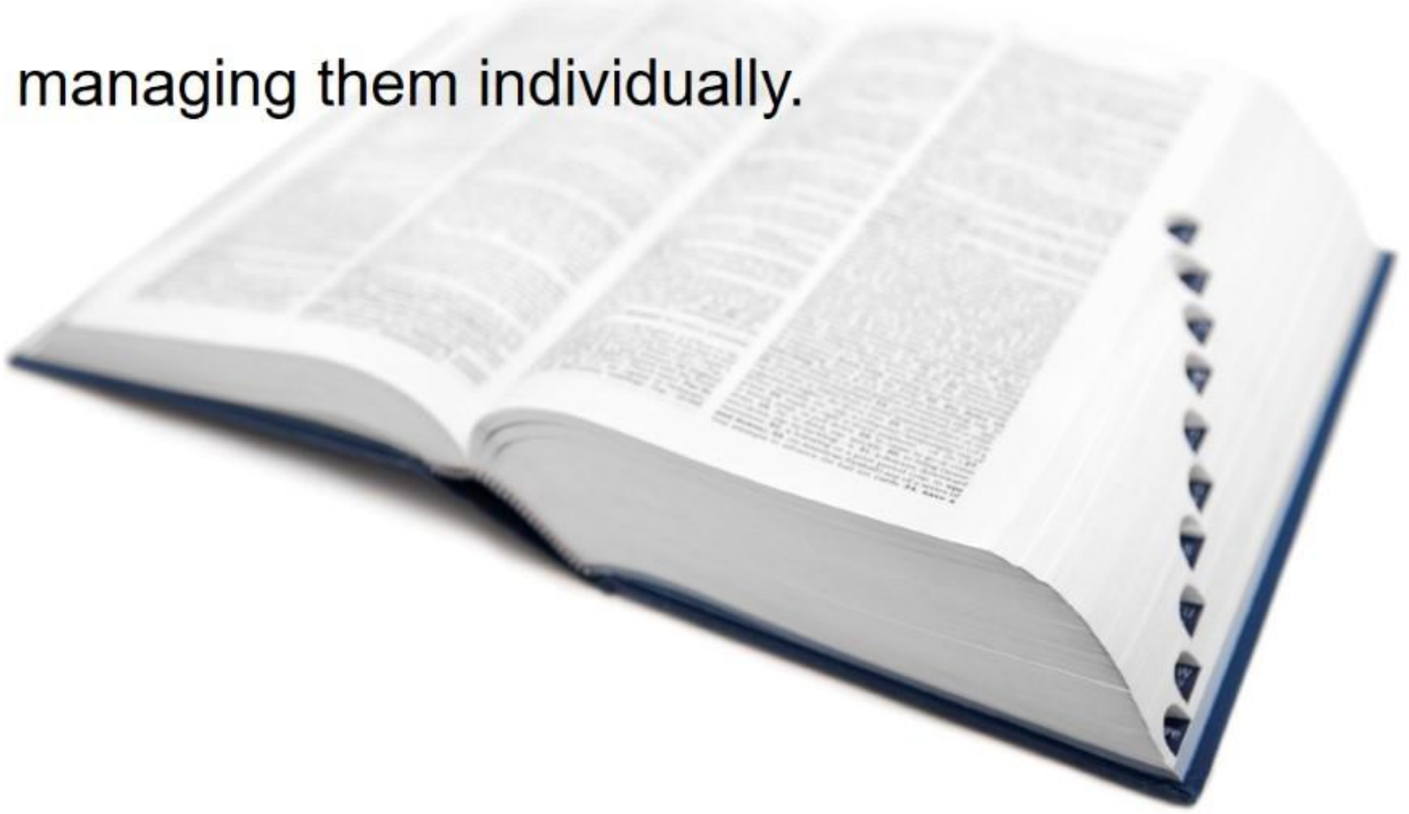
What Is a Program?

Related projects, subsidiary programs, and program activities managed in a coordinated manner to obtain benefits not available from managing them individually.



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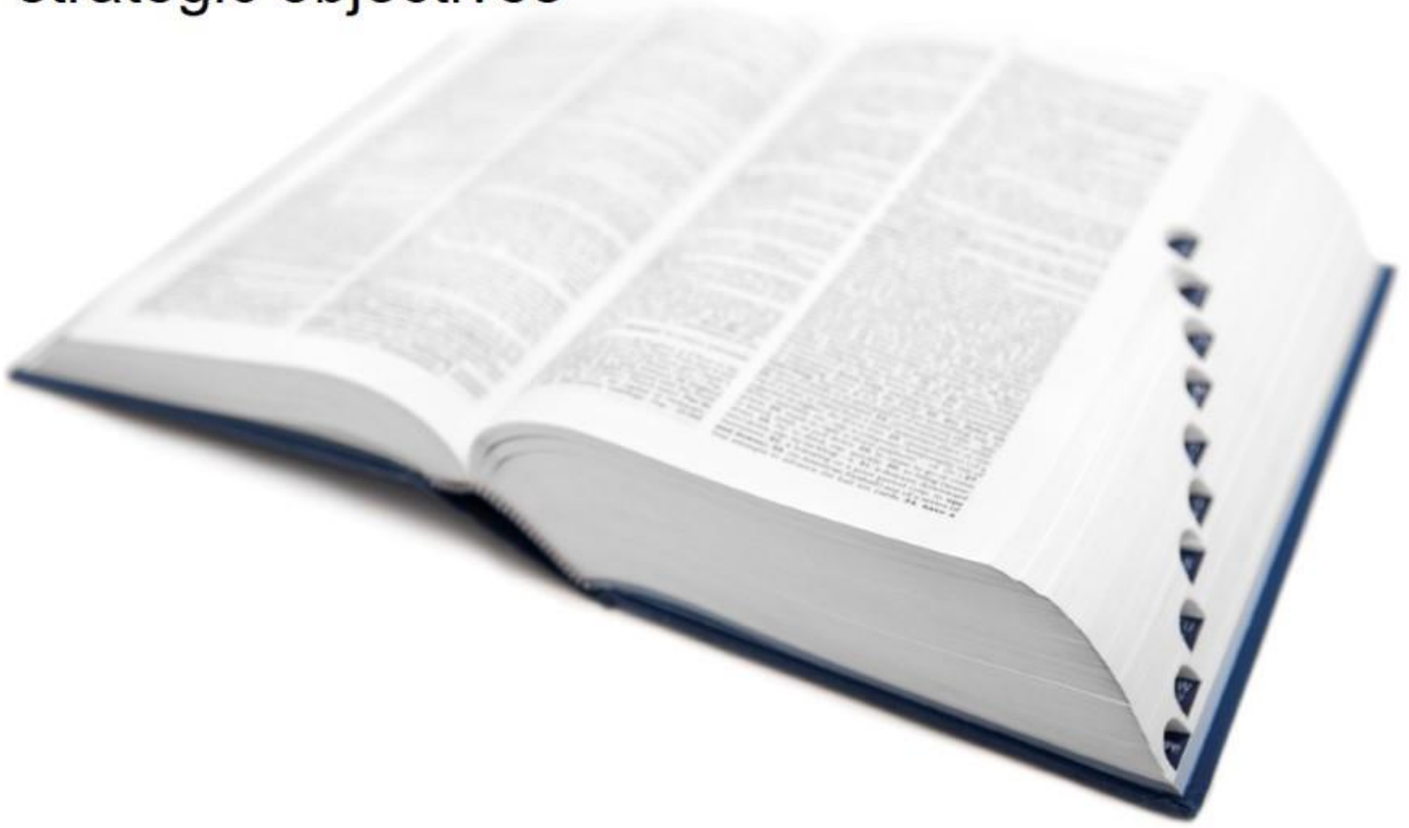
What Is a Portfolio?

Projects, programs, subsidiary portfolios, and operations managed as a group to achieve strategic objectives



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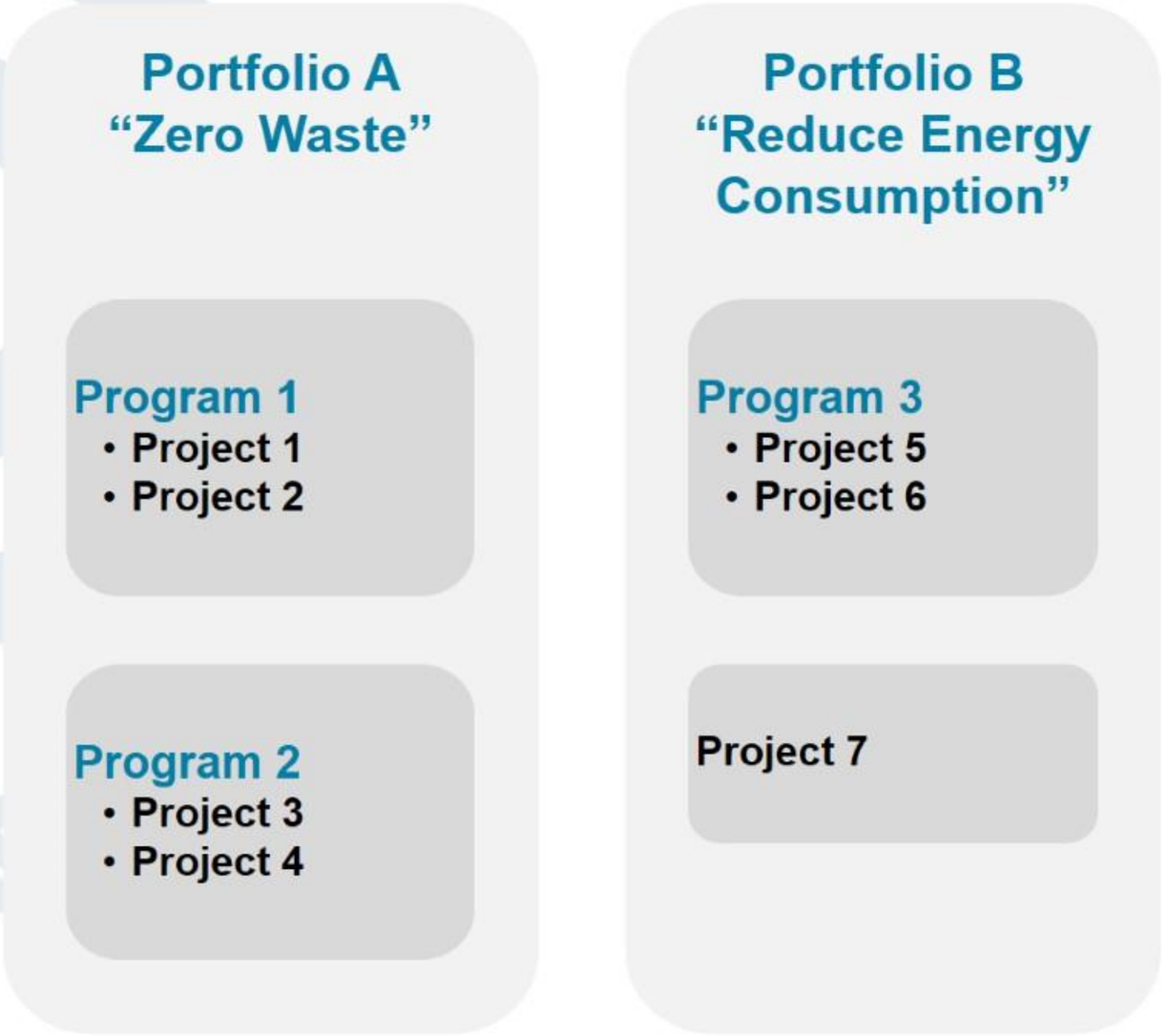
Programs and Portfolios

An organization with a strong sustainability initiative might **have a pair of portfolios.**

The first—Portfolio A—would group together the initiatives trying to reduce the organization's waste to zero.

The second—Portfolio B—would group together the initiatives that aim to reduce energy consumption.

Although both portfolios are important, resource constraints could force the organization could select one and not the other.



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What Project Management Challenges Will You Face?

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Completed Projects Don't Just Happen

Completed projects don't just happen.

We've all been on teams of poorly planned and executed projects.

Almost everyone, it seems, has a story of a home construction project that went over time, over budget, and under quality.

Or a big commercial project that seemed like a nightmare from start to finish.

المشاريع المكتملة لا تحدث فقط هكذا.

لقد كنا جميعًا في فرق لمشاريع خُطط لها ونُفذت بشكل سيئ.

يبدو أن الجميع تقريبًا لديه قصة عن مشروع بناء منزل استغرق وقتًا أطول من المتوقع، تجاوز الميزانية، وكان أقل في الجودة.

أو مشروع تجاري كبير بدا ككابوس من البداية وحتى النهاية.

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Project Management Challenges

Issues

Risks

Assumptions

Constraints

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Risks

What Are They?

Risks is an **uncertain events or conditions**, that, if it occurs has an impact (positive or negative) on one or more project objectives.

Example

An example could be the possibility of a critical software update not being released on time, which could affect the project's progress.

1.المخاطر (Risks): هي مشكلات محتملة قد تؤثر على المشروع في المستقبل. مثال على ذلك قد يكون احتمال عدم إصدار تحديث برمجيات حيوي في الوقت المناسب، والذي يمكن أن يؤثر على تقدم المشروع.

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Issues

What Are They?

Issues are conditions or situations that may have an impact on the project objectives.

Example

The project manager maintains a list of all issues that have been raised, called an "**issue log**."

An example would be a key team member falling ill, causing delays in the project timeline.

1.المشاكل (Issues): هي مشكلات تؤثر حاليًا على المشروع. على سبيل المثال، إذا أصيب عضو أساسي في الفريق بمرض يؤدي إلى تأخير في جدول المشروع.

Issue Log

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Assumptions

What Are They?

Facts about a project or its requirements that define special **conditions around** which the project must be planned and executed.

Example

For instance, it might be assumed that all team members will have access to certain tools or information from the start of the project.

1.الافتراضات :(Assumptions) هي الأمور التي يُفترض صحتها لكي يتم التخطيط للمشروع. على سبيل المثال، قد يُفترض أن جميع أعضاء الفريق سيكون لديهم الوصول إلى أدوات معينة أو المعلومات من بداية المشروع.

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Constraints

What Are They?

Constraints are best thought of as project boundaries or **limits** on **time**, **cost**, or **scope**.

Example:

An example is having a fixed budget for the project, which means the team cannot spend more than a certain amount.

القيود (Constraints): هي الحدود التي توضع على المشروع، مثل حدود الميزانية، أو المواعيد النهائية المحددة، أو الموارد المتاحة. على سبيل المثال، وجود ميزانية ثابتة للمشروع، والتي تعني أن الفريق لا يمكن أن ينفق أكثر من مبلغ معين.

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Wrapping Up

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Question 1

The application of knowledge, skills, tools, and techniques to project activities to meet project requirements is a definition for _____.

1. Change management
2. Risk management
3. **Project management**
4. Operations management

Question 2

Activities within an organization that work together to achieve some prioritized or strategic value might best be considered _____.

1. Project
2. Program
3. Portfolio
4. Operations

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Question 3

Establishing the scope of a project, refining the objectives, and defining the course of action required to attain those objectives fall under which Project Management Process Group?

1. Initiating
2. **Planning**
3. Executing
4. Monitoring & Controlling
5. Closing

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Summary

- What Is a Project?
- Understanding Project Management
- The Benefits of Project Management
- Projects vs. Operational Work Programs and Portfolios
- Project Management Process Groups
- Project Management Challenges

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Up Next: Organizing for Project Performance

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