

مقرر: تخطيط المشروع

الأجزاء المحذوفة
للإختبار النصفى

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Lecture 1

Preamble

❖ The Project Management Institute (PMI):

- The Project Management Institute (PMI) is a leader in credentialing project management professionals and advancing the field of project management.
- PMI was founded in 1969.
- The PMI has a global footprint in nearly 200 countries around the world. From its global headquarters in Norristown Square outside of Philadelphia, the Project Management Institute provides certification for project management professionals, as well as career training and educational resources. The group also maintains research programs to advance scientific and practical abilities within the industry.

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Lecture 1

Preamble

❖ The Project Management Body Of Knowledge (PMBOK):

PMBOK is an internationally recognized standard edited by the PMI, that provides fundamental concepts of project management regardless of the type of the project, be it a construction project, a software development project, heavy engineering project or automotive project.

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Lecture 1

I- The Project

Planning

Phase 2: Project planning
The project planning stage requires complete diagnosis as it lays out the project's roadmap. Indeed, you are using a modern project management nomenclature for life cycle management. The second phase of project management is expected to take about half of the entire project's time span.

There are several methods of setting up the project's goals but **SMART** and **CLEAR** are the most popular.

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Lecture 1

I- The Project

Execution

Phase 3: Project execution
The project execution stage is where your team does the actual work. As a project manager, your job is to establish efficient workflow and carefully monitor the progress of your team.

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Lecture 1

I- The Project

Monitoring and controlling

Phase 4: Project monitoring and controlling
In the project management process, the third and fourth phases are not sequential in nature. The project monitoring and controlling stage ran simultaneously with project execution, thereby ensuring that objectives and project schedule are met.

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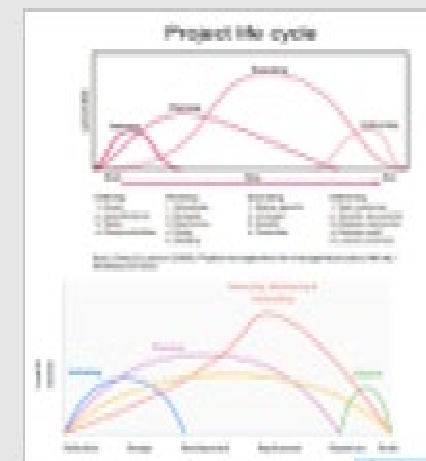
Lecture 1

I- The Project

Closing

Phase 5: Project closing
This is the final phase of the project management process. The project closing stage indicates the end of the project after the final delivery. There are times when external talent is hired specifically for the project on contract. Terminating these contracts and completing the necessary paperwork is also the responsibility of the project manager.

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Lecture 2
III- How to make a Project

Project Objectives

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Lecture 2
III- How to make a Project

2. Define requirements and resources

This component defines the equipment and human capital required for a project. These can include technology, third-party providers, staffing solutions, and material goods. In other words, project resources are the supplies you need to get it done.

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III- How to make a Project

Project Resources and Budget

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Lecture 2
III- How to make a Project

3. Designate a team

Showcase the human capital that you are going to invest in your project at this step. You can include the designations and contact information of the project task force in this component of your project plan. Here's what the corresponding slide will look like.

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III- How to make a Project

Project Team

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III- How to make a Project

4. Set a schedule

This component defines the time frame for the project using various scheduling tools. Ideally, companies either use formal templated documents with Gantt charts or project management software to keep track of the project activities and develop specific deadlines.

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III- How to make a Project

Project Schedule

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III- How to make a Project

Project Communication

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III- How to make a Project

5. Define risks and coping strategies

This is the element that project planning is basically done for. It involves the forethoughts of project managers regarding all the possible hazards and loopholes that the project might run into. This also entails the containment and resolution mechanisms for the said hazards.

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III- How to make a Project

Risks to Project

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III- How to make a Project

7. Develop a communication plan

This component is the consistent reporting mechanism that keeps the stakeholders and the management on the same page. Project communication keeps confusion and crisis at bay while also building trust and cooperation within the team at every step of the project management lifecycle.

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III- How to make a Project

Project Communication

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III- How to make a Project

Project Scheduling Steps

- Project scheduling is the act of determining which activities need to get done and which resources will be assigned to complete those activities in a specific period.
- There are some steps to be taken in order to create a reasonable schedule.
- Analyze the project scope and create the WBS (Work Breakdown Structure).
- Determine the activities.

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III- How to make a Project

- Determine the resources.
- Estimate the duration of each activity.
- Assign the activity relationships.
- Assign the resources.
- Detail the schedule and analyze.
- Monitor and control the schedule.

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III- How to make a Project

8. Assign quality parameters

What are the parameters to judge the success of your project? What are the key performance indicators?

Project quality defines the measure of satisfaction that the final delivery achieves.

This is, of course, guided by well-defined project policies and objectives decided and approved by the stakeholders.

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Lecture 2
III- How to make a Project

Project Quality and Status

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Lecture 3
I- The Project Documentation

Document	Purpose
Project Charter	Authorizes the project and provides the project manager with the authority to apply organizational resources to project activities.
Project Management Plan	Describes how the project will be managed, monitored, controlled, and closed.
Project Communications Plan	Describes how project information will be communicated.
Project Risk Management Plan	Describes how project risks will be identified, analyzed, and responded to.
Project Quality Management Plan	Describes how project quality will be managed.
Project Resource Management Plan	Describes how project resources will be managed.
Project Procurement Management Plan	Describes how project procurement will be managed.
Project Stakeholder Management Plan	Describes how project stakeholders will be managed.

Lecture 3
II- Project Charter vs The other Project Documents

I-1- A Project Charter

Throughout the project lifecycle, the project charter plays an essential role in keeping things on track.

- A Project Charter is also known as a project definition document. It is a formal and short document that clearly defines the objectives, scope, goals, stakeholders, and teams involved in the project.
- According to the PMBOK Guide, the project charter is an official document that formally authorizes a project or a phase and documenting initial requirements that satisfy stakeholders' needs and expectations.

Lecture 3
II- Project Charter vs The other Project Documents

Project Charter

A Project Charter is a living document for an improvement team that outlines the presenting problem, the target and the boundaries of a process improvement effort.

Icon	Definition
Problem Statement	The problem captured in the team's initial meeting.
Business Case	The business reason for doing this project.
Goal Statement	The target of the process improvement.
Timeline	When each project phase will be completed.
Scope	What's in and what's out of the project.
Team Structure	The people who will participate in the project.

Lecture 3
II- Project Charter vs The other Project Documents

I-2- Project Charter vs Project Plan

- The **Project Charter** is a high-level initiation document that consists of only a few pages. It lists the project objectives, scope, vision, team, and their responsibilities and stakeholders.
- A **Project Plan**, on the other hand, is a detailed document that describes how to accomplish the project objectives. It elucidates the project deliverables, action plan, the required resources, and milestones.
- It's created during the project planning phase and is a compilation of several other documents.

Lecture 3
II- Project Charter vs The other Project Documents

- Project Plan is quite broader concept. A project plan expresses the objectives & requirements of the project in terms of:
- Project Scope
- Project Schedule
- Resource Requirement
- Project cost estimation
- Project Quality
- Project Risk

and

Lecture 3
V-How to Develop a Project Charter?

V-1- Steps needed to build a Project Charter

Typically, a Charter has four basic steps:

Lecture 3
V-How to Develop a Project Charter?

1. Determine the Project Vision
Explain why the project is needed.
Determine the project scope, major deliverables, and the project vision.

2. Describe the Project Organization
Describe the stakeholders involved in the project. Create an organizational chart and specify the reporting lines as well as describing roles and responsibilities.

3. Plan the Approach to Implementation
Plan the activity lists to be completed and include major phases, project milestones, and deliverables while creating an implementation plan.

4. List the Risks and Issues
Identify risks, dangers, premises, constraints, and issues.

Lecture 3
V-How to Develop a Project Charter?

This Charter can be extended to 8 steps:

Step 1: Identify the Project Vision
Determine the project scope, major deliverables, and the objectives. Explain why the project is needed.
Scope:
Objectives:
Deliverables:

Step 2: Identify the Stakeholders and the Customers - Describe the Project Organization
Describe the stakeholders involved in the project. Create an organizational chart and specify the reporting lines as well as describing roles and responsibilities.

Lecture 3
V-How to Develop a Project Charter?

Step 3: Create an Organizational Chart - Plan the Approach to Implementation
Plan the activity lists to be completed and include major phases, project milestones, and deliverables while creating an implementation plan.

Step 4: Define Project Milestones - List the Risks and Issues
Identify risks, dangers, premises, constraints, and issues.

Lecture 3
V-How to Develop a Project Charter?

Step 5: Create a Resource Plan
List down all the resources that you need for the project; equipment, machines, people, materials, etc. This can help you when allocating your budget.

Step 6: Set the Budget for the Project
List down the expenses your organization will have to bear in order to carry out the plan. As these expenses may change during the project, you can make rough estimations. Also, note down the person who will be responsible for authorizing the approval of the expenditure.

Lecture 3
V-How to Develop a Project Charter?

Step 7: List Down the Dependencies, Constraints, and Risks
Dependencies: Identify and list down project dependencies, or the activities that will have an impact on the initiation or the completion of another task.
Constraints: Figure out the factors that would hinder the progression of the project outcomes. For example, lack of resources or time.
Risks: Risks could occur during any stage of the project lifecycle. It's important that you identify these beforehand and have risk procedures. Here are some great [tips](#) on how to manage risks that would come in handy here.

Step 8: Lay Out the Implementation Plan
This is where you will put together an **action plan**, highlighting the key dates or milestones.

Action Plan Template

Task	Start Date	End Date	Status
Task 1			
Task 2			
Task 3			
Task 4			
Task 5			

Lecture 3
V-How to Develop a Project Charter?

V-2- Visualizing the Project Charter

- Usually, a Project Charter spans for 5-6 pages. This is one of the major reasons why they get overlooked in the project management process. An easier way to write a Project Charter that everyone can quickly read and understand, with minimal effort is through visualization.
- Project Charters that incorporate graphic elements like the ones below help you bring together all project charter elements onto one page. They are easy-to-read and visually pleasing.

Lecture 3
V-How to Develop a Project Charter?

Template 1: A

Lecture 3
V-How to Develop a Project Charter?

Template 2: B

Lecture 3
V-How to Develop a Project Charter?

Template 3: C

Lecture 3
V-How to Develop a Project Charter?

Project name Name your project. Make sure that it describes enough that most people will understand what you're working on.	Project objectives What deliverables and results do you plan to achieve by the end of the project?
Project manager Who is the point of contact for this project?	Project scope What are the boundaries of your project deliverables? Which inclusions are not included in the project?
Last revision date Your project charter is a living document. Including the last revision date can be helpful for team members who can frequently checking back on the charter.	Project team and resources Who is working on this project? Which resources (e.g. people, tools, and budget) are available for this work.
Project purpose Why are you working on this project?	Stakeholders and sponsors Who are the project stakeholders? Who needs to approve the project charter or any project deliverables?

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Lecture 4

II- The Business Case

- Every Business Case has the same basic ingredients.
- It has a beginning, a middle, and an end. It typically looks like this:
 - Beginning:** Someone identified a problem within the business and provided the business case to the key decision-makers.
 - Middle:** With the project go-ahead, the company launched an internal team to address the business case and deliver results.
 - End:** The team delivers a presentation on the changes made and their long-term effects.
- eg. what's the simple answer to "What is a business case?" It's the story of a problem that needs solving.

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Lecture 4

III- The Feasibility Study

FEASIBILITY STUDY

5 Types of Feasibility Studies

- Legal Feasibility:** Determines whether the project complies with all applicable laws and regulations.
- Economic Feasibility:** Determines whether the project is financially viable and profitable.
- Technical Feasibility:** Determines whether the project is technically achievable with current technology.
- Operational Feasibility:** Determines whether the project can be successfully implemented and managed.
- Scheduling Feasibility:** Determines whether the project can be completed within the required time frame.

III- 3- Types of Feasibility Studies

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Lecture 4

II- The Business Case

The elements that must exist in a Business Case

- Business Case:**
 - Project details.
 - Business context.
 - Business goals, objectives.
 - Benefits.
- Business Justification:**
 - Why the project is necessary.
 - How the project will be implemented.
- Business Objectives:**
 - What the project is intended to achieve.
 - How the project will be implemented.
- Business Benefits:**
 - What the project is intended to achieve.
 - How the project will be implemented.

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Lecture 4

II- The Business Case

II-2- Components

- For a complex project with significant stakes, it may be wise to carry out the **feasibility study** to confirm its merits.
- The expression of needs
 - the analysis of the situation, in particular the strategy of the company, the key factors of success, the evaluation criteria,
 - the different possible options and scenarios,
- The expected results, with SMART indicators (Specific, Measurable, Achievable, Realistic, Time-based),
 - the recommendation resulting from the study,
 - the evaluation criteria, etc.

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BENEFITS OF A FEASIBILITY STUDY

1. Provides the vital information to go ahead with the idea.
2. Saves time, money and resources.
3. Estimates the project's costs.
4. Helps in identification of new opportunities.
5. Helps to make an informed "go/no-go" decision.
6. Determines if the project is financially viable.
7. Estimates the probability of success in a given time frame.
8. Helps to make clear future growth plans.
9. Adds value to funding pitches.
10. Helps make realistic assumptions.

III- 3- Types of Feasibility Studies

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Lecture 5

A- Project Vision

Project Vision Statements Examples

IDEA	McDonald's	Disneyland
"To become the world's most trusted company."	"To move with velocity to drive profitable growth and become an even better McDonald's serving more customers delicious food each day around the world."	"To be one of the world's leading producers and providers of entertainment and information."
GOOGLE	UNICEF	Nike
"To provide access to the world's information in one click"	"To create a world where the rights of every child are realized"	"We see a world where everybody is an athlete"

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Lecture 5

B- Project Mission

Project Mission Statements Examples

IDEA	McDonald's	Disneyland
"To be offering a wide range of well designed, functional, fun, food, and beverages at prices so low that are making people are passionate will be able to afford them."	"To be our customers' favorite place and way to eat and drink."	"To entertain, inform and inspire people around the globe through the power of unparalleled storytelling, reflecting the iconic brands, creative minds and innovative technologies that make ours the world's premier entertainment company."
GOOGLE	UNICEF	Nike
"To organize the world's information and make it universally accessible and useful"	"To protect the rights and well-being of every child, in everything we do."	"To bring inspiration and innovation to every athlete in the world. ("If you have a body, you are an athlete.")

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Lecture 5

C- Project Core Values

Project Core Values Examples

Google	McDonald's	Disneyland
Google's core values are: 1. Focus on the user and all else drops away. 2. Move fast and break things. 3. Respect privacy. 4. Don't let the perfect be the enemy of the good. 5. Stay hungry. Stay foolish. 6. Have fun.	McDonald's core values are: 1. Quality. 2. Service. 3. Cleanliness. 4. Value.	Disneyland's core values are: 1. Creativity. 2. Innovation. 3. Storytelling. 4. Fun. 5. Service. 6. Quality.
UNICEF	Nike	
UNICEF's core values are: 1. Integrity. 2. Accountability. 3. Transparency. 4. Respect for human rights. 5. Gender equality. 6. Environmental sustainability.	Nike's core values are: 1. Innovation. 2. Creativity. 3. Inspiration. 4. Performance. 5. Quality. 6. Service.	

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Lecture 5

D- Defining Project Goals

Initial goal: Write down **Make it Specific:** Does your **Make it Measurable:** How **When:** whenever your initial goal is, **goal define exactly what you you established how you'll** Don't worry about it, not want to do? if not, re-work **Measure your goal once your** being completely **SMART**— the language to make it project is completed? if not, we'll get to that later in the specific to your particular **add a way to measure** template. project success or failure at the end of your project.

Ex: I want to improve our **Ex, continued:** I want to improve our **Ex continued:** I want to improve our company brand on social media by developing company-specific hashtags to generate 1,000 new Instagram followers.

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D- Defining Project Goals

Make it Achievable: Is your **Make it Realistic:** can you **Make it Time-bound:** by **goal something you can project then reasonably let when will you achieve your when, given your project your goal? Even if it's a stretch goal? Make sure you clearly scope? Make sure this specific goal, make sure this is your target date or project goal falls within your project something you can accomplish timeline in your SMART goal capabilities, with your resources.**

Example, continued: Develop and launch our company-specific hashtag, #MyInstagram, by the end of the year. **Example, continued:** Post once a week on Instagram for the first 10 weeks, with popular every post has a mixture of all of #10. **Example, continued:** Post every 10 days on Instagram for the first 10 weeks, with popular every post has a mixture of all of #10. **Example, continued:** Post every 10 days on Instagram for the first 10 weeks, with popular every post has a mixture of all of #10.

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Lecture 5

E- Project Objectives

E-2 Project Objectives vs. Business Objectives

- Project Objectives** are just that—objectives and performance indicators for individual projects. Your project objectives should apply to the project they're about, and they should be specific enough to guide your team in making project success.
- Business Objectives** are larger than a single project. Unlike project objectives, your business objectives will fuel your business trajectory and velocity. Your business objectives should be long-term guidelines for your entire company or department. They will guide your company goal for a quarter or year, and they should be written in whatever guiding framework your team uses, like Objectives and Key Results (OKRs).

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Lecture 5

E- Project Objectives

E-3 Project objectives vs. project plan

Project Plan	Project objectives
Your project plan is a blueprint of the key elements your team needs to accomplish in order to successfully achieve your project goals and objectives.	Plan to create your project objectives before working on your project plan, since your objectives will likely drive other elements of your project plan, like deliverables and success metrics.
However, your project plan should include several additional key elements, like your project stakeholders, deliverables, timeline, and more.	But once your project objectives are written, you'll likely share them with stakeholders by way of the project plan.

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Lecture 5

E- Project Objectives

E-4 Project Objectives vs. Project Deliverables

Project Deliverables	Project Objectives
Project Deliverables are the assets you want to have at the end of your project—in a marketing campaign, for example, a deliverable could be a new ad or a web page.	In general, your Project Objectives will define what your deliverables are—but your objectives should also be broader than your deliverables. In addition to capturing deliverables, your Project Objectives will also define the benefits and outcomes to come from those deliverables, especially as they relate to the broader scheme of your project goals and business objectives.

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Lecture 5

E- Project Objectives

Without a **Project Objectives**, you don't have an easy way to know if your project succeeded or failed—nor can you plan improvements for the next project you work on.

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Lecture 5

E- Project Objectives

Measurable objectives are as simple to write as A-B-C-D-E

A = Audience Who will be affected (target group)	B = Behavior The observable change (knowledge, attitude, behavior process) that will occur in the target group because of your project.
C = Conditions How the behaviors will be observed or measured, including the instruments to be used.	D = Data Levels of attainment that make met in order for your project to be called a success (your definition).
E = Effort Identify when the effects of your program will be measured.	