

النطاق الثالث بيئة العمل

PROJECTS DOMAIN 3 :
BUSINESS ENVIRONMENT



النطاق الثالث : بيئة العمل

Domain 3 : Business Environment

عدد الدروس

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الوحدة

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الدروس التي تحتويها الوحدة

تقييم وتقديم فوائد المشروع وقيّمته

Evaluate and deliver project benefits and value

تخطيط وإدارة امتثال المشروع

Plan and manage project compliance

تقييم ومعالجة تغيرات بيئة العمل الخارجية
للتأثير على النطاق

Evaluate and address external business environment changes for
impact on scope

دعم التغيير التنظيمي

Support organizational change

TASK 1

تخطيط وإدارة امتثال المشروع – PLAN AND MANAGE PROJECT COMPLIANCE

ENABLERS

- ❖ CONFIRM PROJECT COMPLIANCE REQUIREMENTS (E.G., SECURITY, HEALTH AND SAFETY, REGULATORY COMPLIANCE).
 - ❖ CLASSIFY COMPLIANCE CATEGORIES.
 - ❖ DETERMINE POTENTIAL THREATS TO COMPLIANCE
 - ❖ USE METHODS TO SUPPORT COMPLIANCE
 - ❖ ANALYSE THE CONSEQUENCES OF NONCOMPLIANCE
 - ❖ DETERMINE NECESSARY APPROACH AND ACTION TO ADDRESS COMPLIANCE NEEDS (E.G., RISK, LEGAL)
 - ❖ MEASURE THE EXTENT TO WHICH THE PROJECT IS IN COMPLIANCE
- ❖ تأكيد متطلبات الامتثال للمشروع (على سبيل المثال ، الأمن والصحة والسلامة والامتثال التنظيمي)
 - ❖ تصنيف فئات الامتثال
 - ❖ تحديد التهديدات المحتملة للإمتثال
 - ❖ استخدام طرقا لدعم الإمتثال
 - ❖ تحليل عواقب عدم الامتثال
 - ❖ تحديد النهج والإجراءات اللازمة لتلبية احتياجات الامتثال (على سبيل المثال: المخاطر ، والقانونية)
 - ❖ قياس مدى امتثال المشروع

الامتثال للمتطلبات COMPLIANCE AS REQUIREMENTS

The **necessary requirements** are conditions that must be met to accept the project. Most compliance restrictions have severe financial or legal repercussions if not met.

الامتثال لإطار العمل COMPLIANCE AS FRAMEWORK

A **compliance framework** is an organized set of guidelines for compiling, aligning, and then incorporating, all compliance requirements applicable to an organization.

COMPLIANCE



RULES



STANDARDS



POLICIES



REQUIREMENTS



REGULATIONS



TRANSPARENCY



LAW

الإمتثال
COMPLIANCE

Comply with properly authorized laws, rules, regulations and requirements inside or outside an organization. However, high-performance projects are looking for ways to fully integrate compliance into the project culture, creating more alignment with diverse and potentially conflicting guidelines.

ادارة جودة المشروع
PROJECT QUALITY MANAGEMENTمشاركة المعنيين
STAKEHOLDER PARTICIPATION

Is there a collaborative environment that includes stakeholders and suppliers?

التحسين المستمر
CONTINUOUS IMPROVEMENT

How is quality improvement managed in the project? Is it managed at the enterprise level or at the level of each project?

الامتثال للمعايير والامتثال التنظيمي
STANDARDS COMPLIANCE AND
REGULATORY COMPLIANCE

Are there any specific quality standards in the industry that need to be applied? Are there any specific governmental, legal or regulatory constraints to consider?

الامتثال للسياسة والتدقيق
POLICY COMPLIANCE AND AUDIT

What quality policies and procedures exist in the organization? What quality tools, methods and templates are used in the organization?

ENVIRONMENTAL RISK

SECURITY AND PRIVACY

ANTI CORRUPTION

COMPLIANCE CATEGORIES

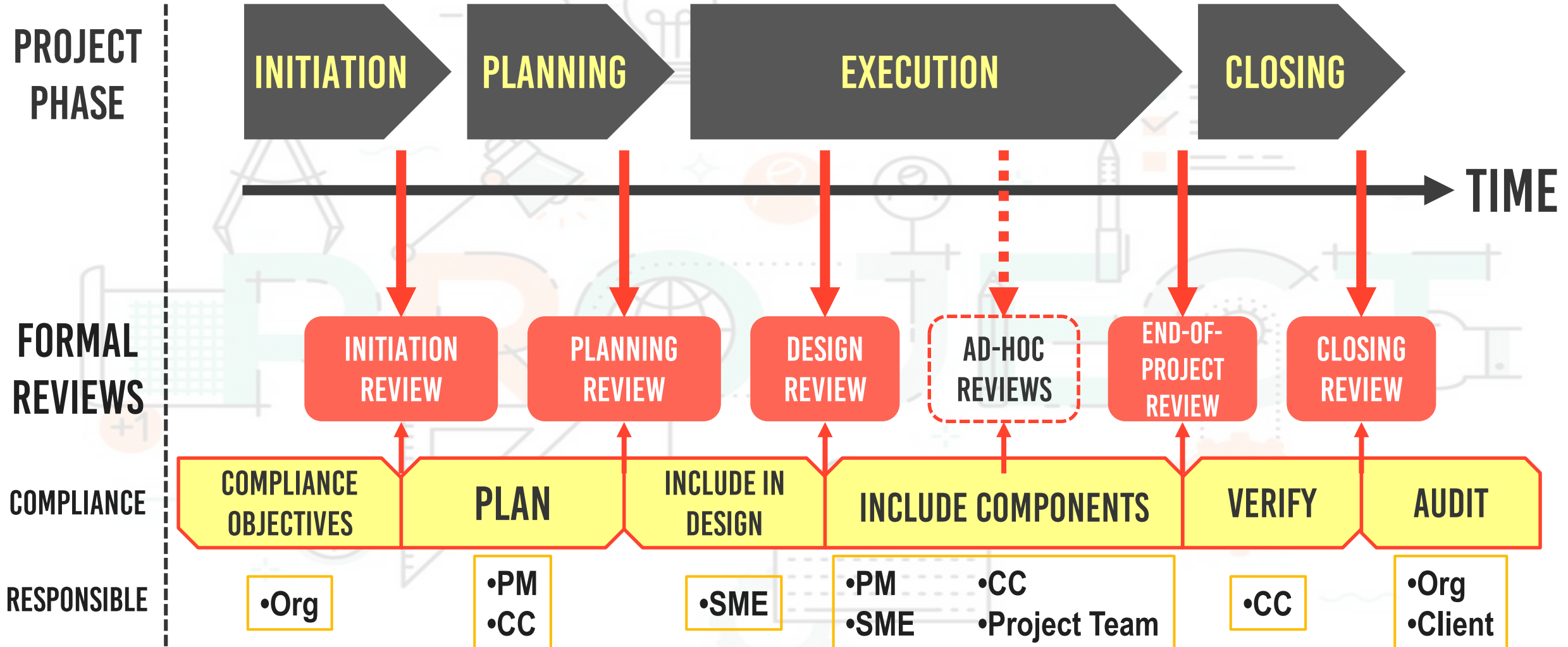
SOCIAL RESPONSIBILITY

WORKPLACE HEALTH & SAFETY

QUALITY

PROCESS RISKS

دورة حياة الامتثال - COMPLIANCE LIFECYCLE



المخاطر الأكثر شيوعاً للامتثال – COMMON SOURCES OF COMPLIANCE THREATS



Product Defects

عيوب المنتج

Errors or errors in deliverables.



Errors In Testing

أخطاء في الاختبار

Errors were used in testing and verification



Regulation Changes

تغييرات اللوائح

Changes in regulatory or legal requirements.



Awareness Gaps

فجوات الوعي

Such as not knowing our product emits radio waves that interfere with defibrillators.



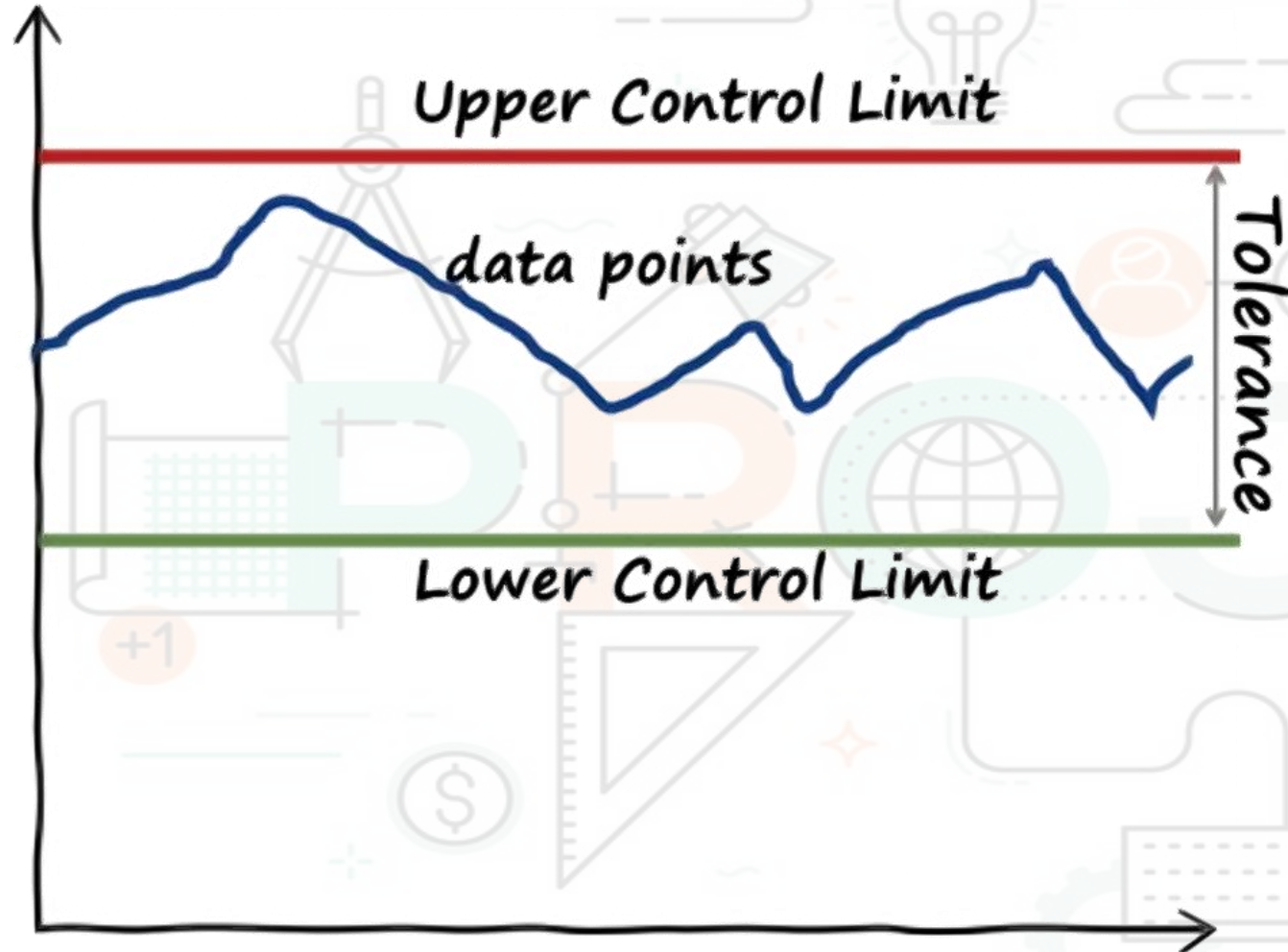
New Markets

أسواق جديدة

New market threats associated with unknown new regulations or laws

Since these are threats, and they are a form of risk, we can use risk register and other risk management tools and techniques to identify, track and manage them. As with any risks.

طرق دعم الامتثال - METHODS TO SUPPORT COMPLIANCE



AUDITS AND INSPECTION
التدقيق والتفتيش

SIGN-OFFS AND REPORTS
الموافقات والتقارير

TESTING AND VALIDATION ACTIVITIES
أنشطة الاختبار والتحقق

CONTROL LIMITS AND TOLERANCES
حدود التحكم والتسامح

EXECUTION REPORTS
تقارير التنفيذ

TRACKING TOOLS AND INFORMATION RADIATORS
أدوات التتبع ومشعات المعلومات

تحليل عواقب عدم الامتثال - ANALYZE THE CONSEQUENCES OF NONCOMPLIANCE



Comprehensive list of legal, regulatory and other restrictions that apply to the project

LIST

Definitions of which parts of the solution are subject to compliance requirements

DEFINITIONS

A set of business rules that restrict the resolution of the project and improve the likelihood of compliance

BUSINESS RULES

Ways to track and manage audit and approval activities related to each compliance item

METHODS

Processes for tracking and managing risks and responses to risks related to compliance requirements

PROCE-SESSES

TASK 2

تقييم وتقديم فوائد المشروع وقيمه - EVALUATE AND DELIVER PROJECT BENEFITS AND VALUE

ENABLERS

- ❖ INVESTIGATE THAT BENEFITS ARE IDENTIFIED
 - ❖ DOCUMENT AGREEMENT ON OWNERSHIP FOR ONGOING BENEFIT REALIZATION
 - ❖ VERIFY MEASUREMENT SYSTEM IS IN PLACE TO TRACK BENEFITS
 - ❖ EVALUATE DELIVERY OPTIONS TO DEMONSTRATE VALUE
 - ❖ APPRAISE STAKEHOLDERS OF VALUE GAIN PROGRESS
- ❖ تحقق من تحديد الفوائد
 - ❖ وثيقة اتفاقية الملكية لتحقيق الفوائد الجارية
 - ❖ تحقق من وجود نظام قياس لتتبع الفوائد
 - ❖ تقييم خيارات التسليم لإثبات القيمة
 - ❖ تقييم أصحاب المصلحة من قيمة التقدم المحرز

القيمة VALUE

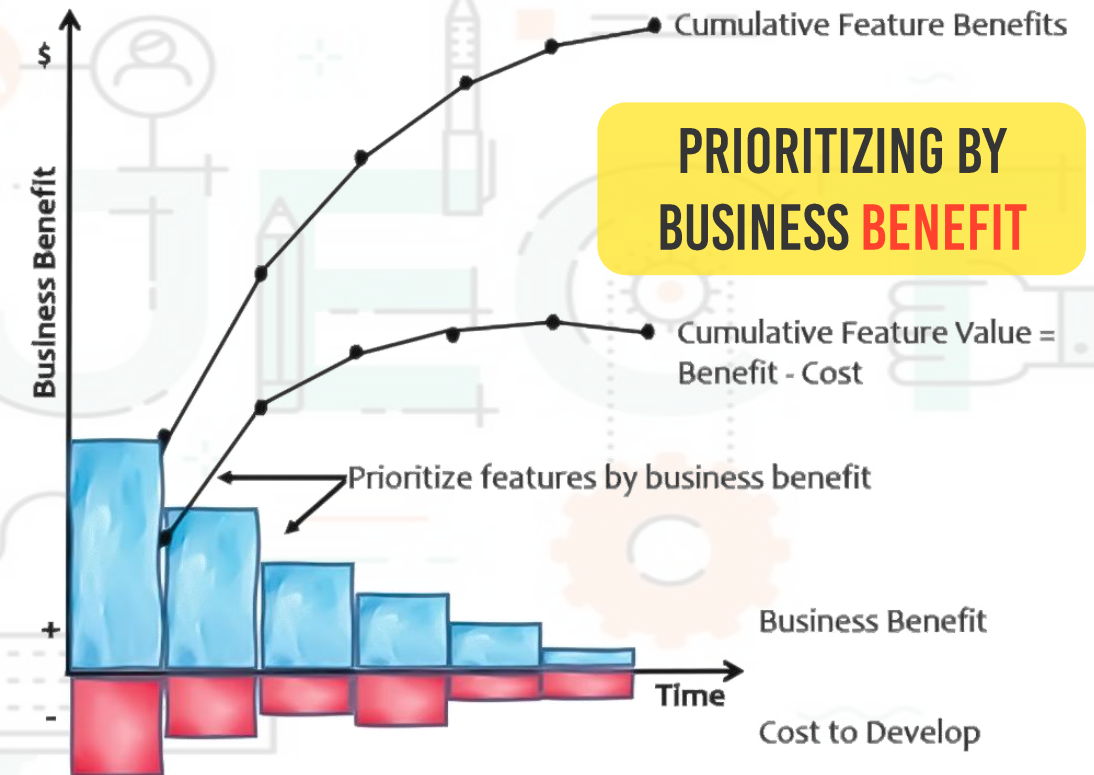
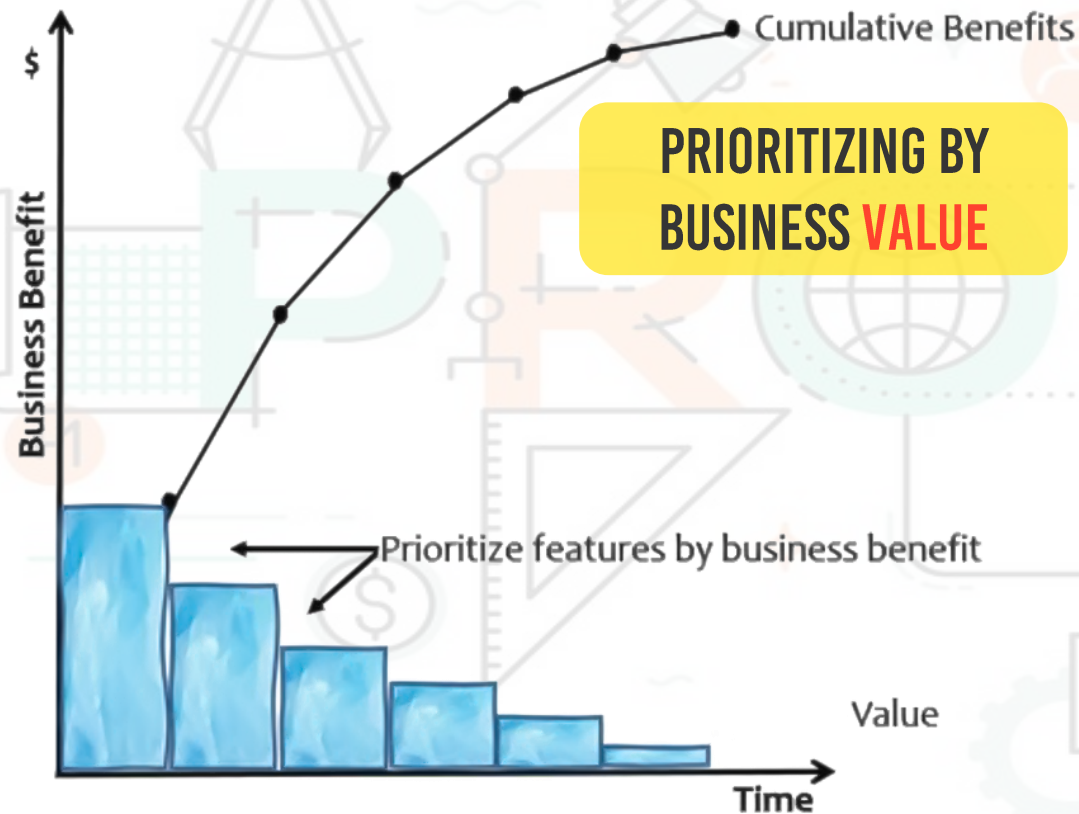
Different stakeholders see value in different ways:-

- Customers can define value as the ability to use certain features or functions of a product.
- Organizations can focus on business value as defined by financial metrics, such as benefits minus the cost of realizing those benefits.
- Societal value can include contributing to groups of people, communities, or the environment.



تحليل التكاليف والفوائد - COST / BENEFIT ANALYSIS

طريقة التحليل المالي المستخدمة لتحديد الفوائد التي يقدمها المشروع مقابل تكاليفه.
A FINANCIAL ANALYSIS METHOD USED TO DETERMINE THE BENEFITS PROVIDED BY A PROJECT AGAINST ITS COSTS.



خطة إدارة منافع المشروع - BENEFIT MANAGEMENT PLAN

It is the document that describes how and when the benefits of the project will be delivered, and describes the mechanisms that must be put in place to measure these benefits. Project benefit is defined as the result of actions, behaviors, products, services or results that provide value to the sponsoring organization as well as to the intended beneficiaries of the project. The development of a benefit management plan begins early in the project life cycle with the definition of the targeted benefits that must be realized.

Benefits management plan describes key elements of benefits

ASSUMPTIONS

Factors expected to be in place or to be clear

BENEFIT HOLDER

The person responsible for monitoring, recording and communicating the benefits achieved within the time frame established in the plan

STRATEGIC ALIGNMENT

The extent to which the benefits of the project are aligned with the business strategies of the organization

TARGETED BENEFITS

The expected material and moral value that can be obtained through the implementation of the project; the financial value expressed in net present value.

RISKS

Benefits Risks

STANDARDS

To be used to demonstrate realized benefits, direct metrics, and indirect metrics

TIME FRAME FOR REALIZATION OF BENEFITS

By stage, short-term, long-term

طرق تحليل مبررات الأعمال - BUSINESS JUSTIFICATION ANALYSIS METHODS

فترة الاسترداد PAYBACK PERIOD

هي الوقت اللازم لاسترداد الاستثمار ، عادة في شهور أو سنوات
is the time required to redeem an investment, usually in months or years

العائد على الاستثمار RETURN ON INVESTMENT (ROI)

هو النسبة المئوية العائد على الاستثمار الأولي ، محسوباً بأخذ المتوقع كمتوسط جميع الفوائد الصافية وتقسيمها على التكلفة الأولية

is the percentage return on the initial investment, calculated by taking the expected as the average of all net benefits and dividing it by the initial cost

القيمة المستقبلية للمنافع المتوقعة NET PRESENT VALUE (NPV)

معبراً عنها بالقيمة التي تتمتع بها تلك المنافع في وقت الاستثمار
expressed by the value that these benefits enjoy at the time of investment

تحليل التكاليف والفوائد COST-BENEFIT ANALYSIS

أداة تستخدم لتحديد الفوائد التي يوفرها المشروع مقابل التكاليف.
A tool used to determine the benefits that a project provides against costs.

تقنيات تقييم القيمة TECHNIQUES FOR ASSESSING VALUES

القيمة النقدية المتوقعة (EMV) EXPECTED MONETARY VALUE (EMV)

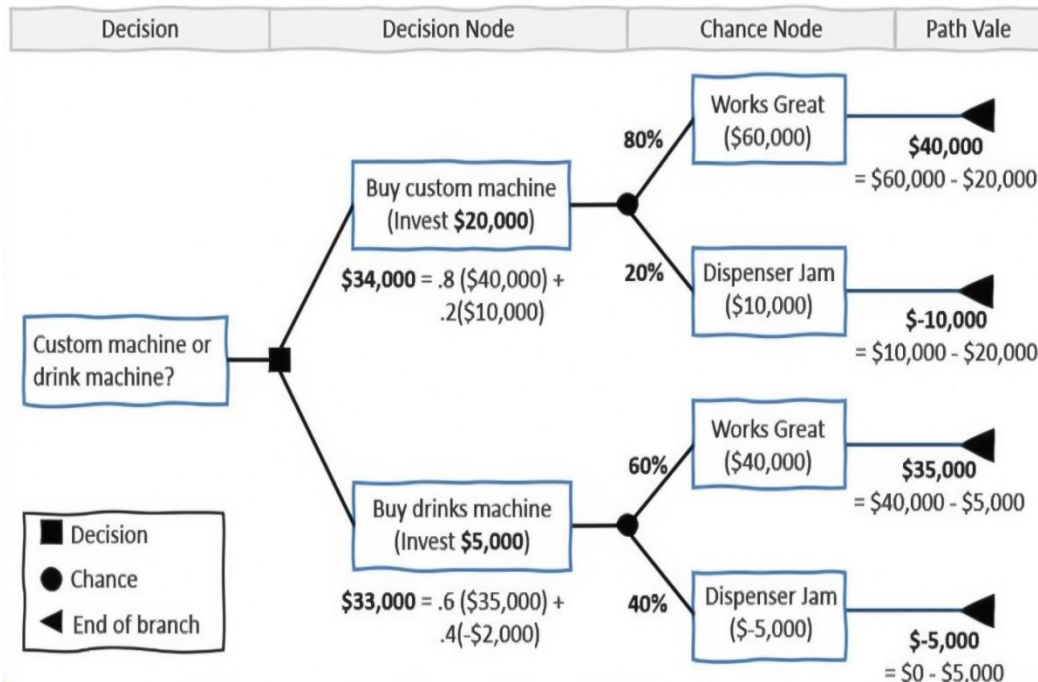
هي مقياس إدارة المشروع المستخدم في تحليل المخاطر لتحديد إجمالي احتياطي الطوارئ المطلوب لخطة المشروع.

is a project management metric used in risk analysis for determining the overall contingency reserve required for a project plan.

تحليل شجرة القرار DECISION TREE ANALYSIS

يتضمن تحديدًا مرئيًا للنتائج والتكاليف والعواقب المحتملة لقرار معقد. هذه الأشجار مفيدة لتحليل البيانات الكمي واتخاذ قرارات.

Involves visually outlining the potential outcomes, costs, and consequences of a complex decision. These trees are particularly helpful for analysing quantitative data and making a decision based on numbers.



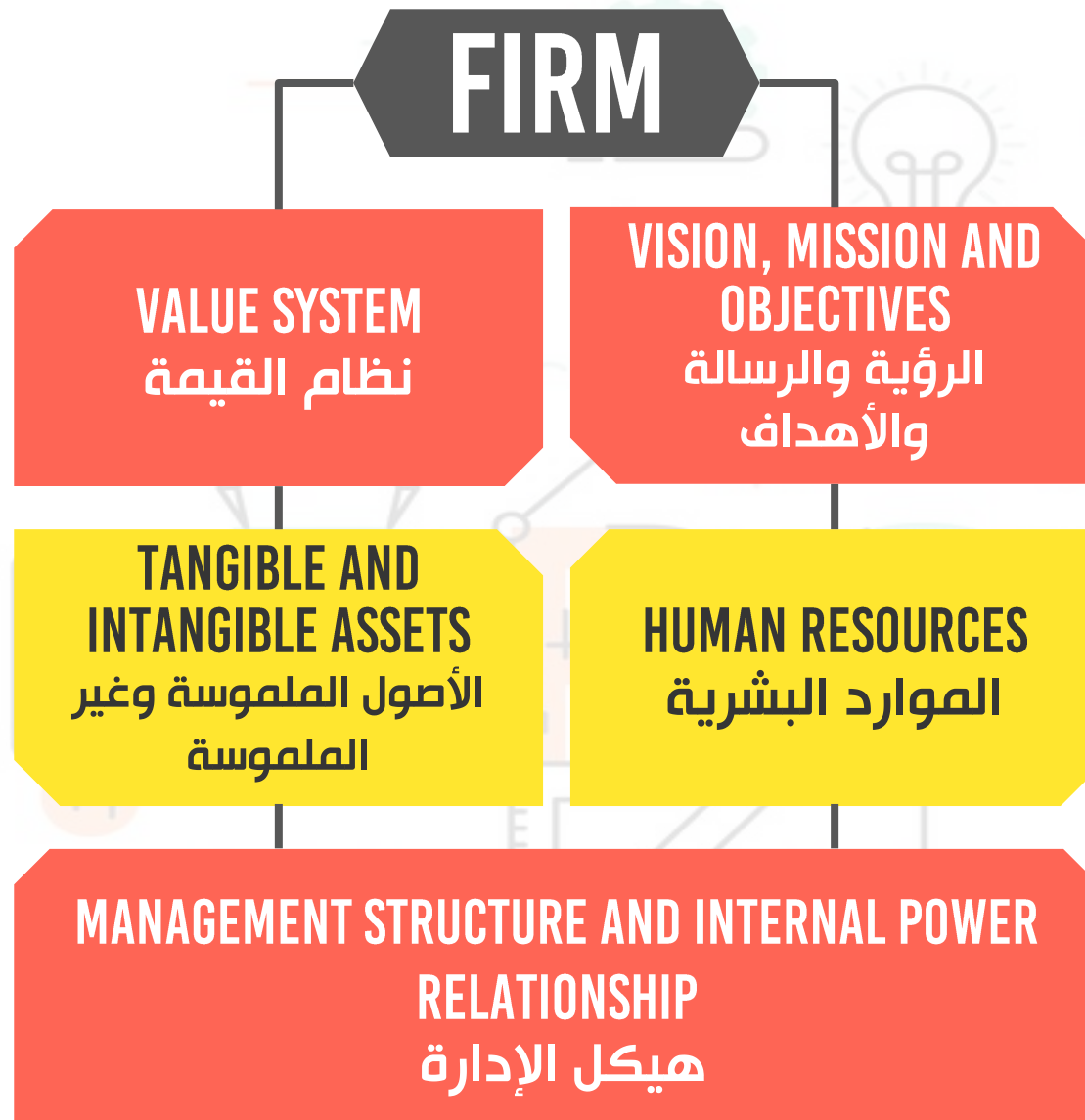
TASK 3

EVALUATE AND ADDRESS EXTERNAL BUSINESS ENVIRONMENT CHANGES FOR IMPACT ON SCOPE

تقييم ومعالجة تغيرات بيئة العمل الخارجية للتأثير على النطاق

ENABLERS

- ❖ SURVEY CHANGES TO EXTERNAL BUSINESS ENVIRONMENT (E.G., REGULATIONS, TECHNOLOGY, GEOPOLITICAL, MARKET).
 - ❖ ASSESS AND PRIORITIZE IMPACT ON PROJECT SCOPE/BACKLOG BASED ON CHANGES IN EXTERNAL BUSINESS ENVIRONMENT.
 - ❖ RECOMMEND OPTIONS FOR SCOPE/BACKLOG CHANGES (E.G., SCHEDULE, COST CHANGES).
 - ❖ CONTINUALLY REVIEW EXTERNAL BUSINESS ENVIRONMENT FOR IMPACTS ON PROJECT SCOPE/BACKLOG.
- ❖ مسح التغيرات في بيئة الأعمال الخارجية على سبيل المثال ، اللوائح ، والتكنولوجيا ، والجغرافيا السياسية ، والسوق.
 - ❖ تقييم وتحديد أولويات التأثير على نطاق المشروع / تراكم على أساس التغيرات في بيئة الأعمال الخارجية.
 - ❖ التوصية بخيارات تغييرات النطاق / التراكم (على سبيل المثال ، الجدول الزمني ، تغييرات التكلفة).
 - ❖ باستمرار مراجعة بيئة الأعمال الخارجية للتأثيرات على نطاق المشروع / التراكم.

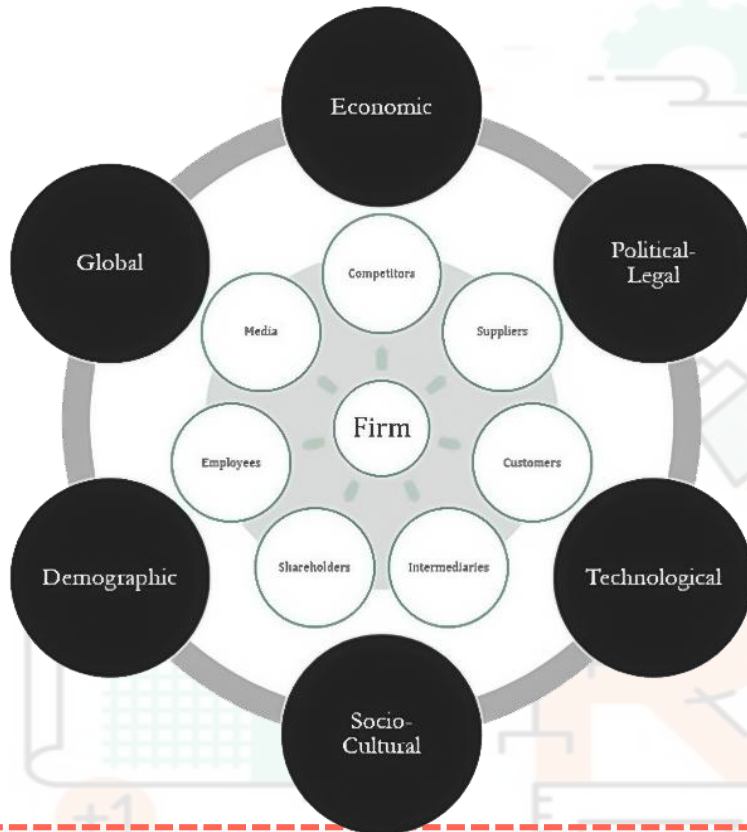


بيئة العمل

BUSINESS ENVIRONMENT

Environmental factors, not only affect business, due to changes and activities, but these factors can also be affected by business activities. Based on the extent of control, environmental factors are divided into two groups – the internal environment and the external environment.

The **internal environment** refers to all the forces and conditions inherent within a company, which can affect the company's business.



The **external environment** refers to a set of all external forces that have the ability to influence the performance, profitability and functionality of an organization.

MICRO ENVIRONMENTAL البيئة الدقيقة

Called the task environment, these factors directly affect the company's operations, as they cover the immediate environment that surrounds the company. Factors are fairly controllable in nature

Competitors – Suppliers – Customers – Brokers – Employees – Media

MACRO ENVIRONMENTAL البيئة الكلية

The overall environment affects the entire industry, not the project specifically. That is why these factors are completely uncontrollable by nature. The project needs to adapt itself to changes in the macro environment, in order to survive and grow.

Economic environment - political and legal environment - technological environment - socio-cultural environment - demographic environment - global environment

BASELINE

THE APPROVED VERSION OF A WORK PRODUCT, USED AS A BASIS FOR COMPARISON TO ACTUAL RESULTS.

النسخة المعتمدة لمنتج العمل ، وتستخدم كأساس للمقارنة بالنتائج الفعلية.

VARIANCE

A QUANTIFIABLE DEVIATION, DEPARTURE, OR DIVERGENCE AWAY FROM A KNOWN BASELINE OR EXPECTED VALUE.

انحراف أو رحيل أو تباعد قابل للقياس عن خط أساس معروف أو قيمة متوقعة.

CHANGE REQUEST

A FORMAL PROPOSAL TO MODIFY A DOCUMENT, DELIVERABLE, OR BASELINE.

اقتراح رسمي لتعديل مستند أو ناتج أو خط أساس.

CHANGE CONTROL BOARD (CCB)

A FORMALLY CHARTERED GROUP RESPONSIBLE FOR REVIEWING, EVALUATING, APPROVING, DELAYING, OR REJECTING CHANGES TO THE PROJECT, AND FOR RECORDING AND COMMUNICATING SUCH DECISIONS.

مجموعة معتمدة رسمياً مسؤولة عن مراجعة أو تقييم أو اعتماد أو تأخير أو رفض التغييرات في المشروع ، وتسجيل مثل هذه القرارات والإبلاغ عنها.

CHANGE CONTROL PLAN

A CHANGE CONTROL PLAN IS A COMPONENT OF THE PROJECT MANAGEMENT PLAN THAT ESTABLISHES THE CHANGE CONTROL BOARD, DOCUMENTS THE EXTENT OF ITS AUTHORITY, AND DESCRIBES HOW THE CHANGE CONTROL SYSTEM WILL BE IMPLEMENTED.

خطة التحكم في التغيير أحد مكونات إدارة المشروع التي تنشئ مجلس التحكم في التغيير ، وتوثق مدى سلطتها ، وتصف كيفية تنفيذ نظام التحكم في التغيير ،

CONFIGURATION MANAGEMENT SYSTEM

IT IS A SET OF PROCEDURES USED TO TRACK PROJECT RESULTS AND MONITOR AND CONTROL CHANGES TO THESE RESULTS.

هو مجموعة من الإجراءات المستخدمة لتتبع نتائج المشروع ومراقبة والتحكم في التغييرات التي تطرأ على هذه النتائج.

تصفية التراكم

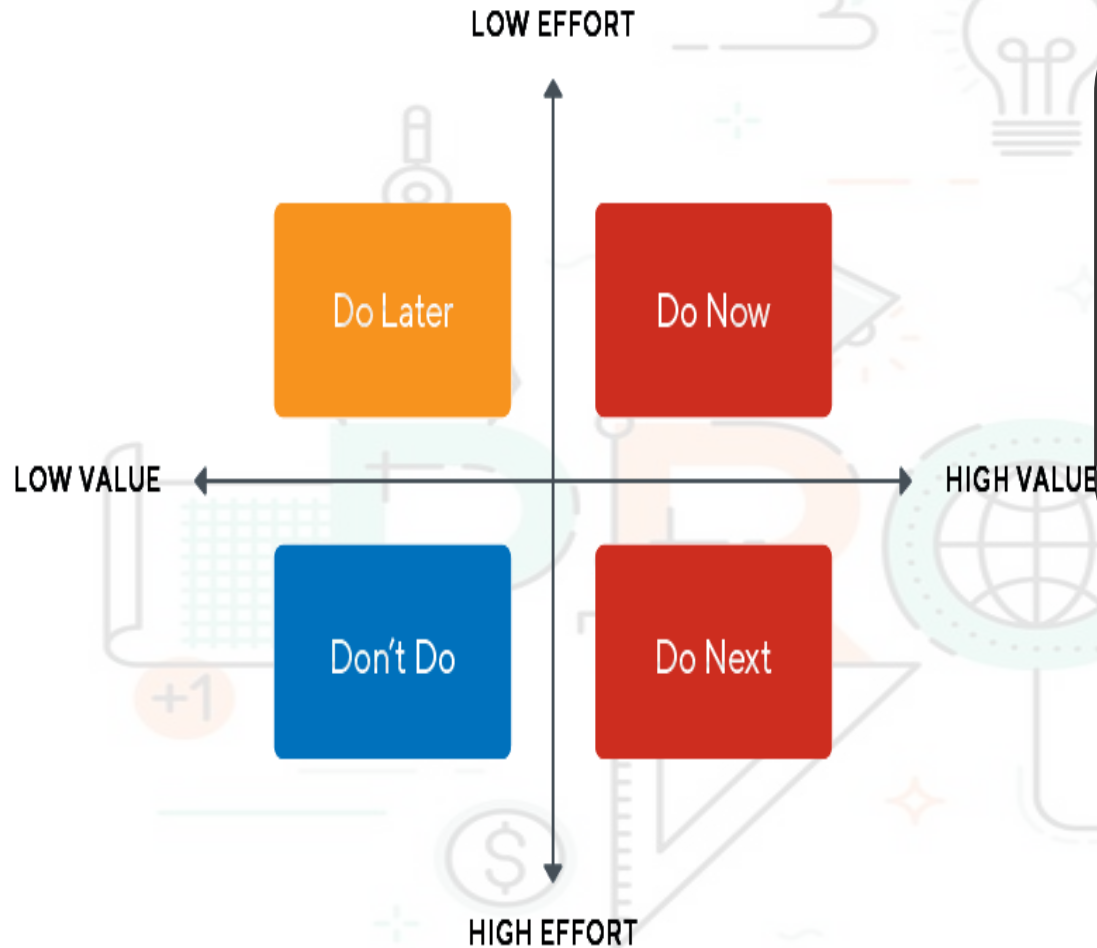
BACKLOG REFINEMENT

تطوير تدريجي للمحتوى في الأعمال المتراكمة و إعادة تحديد أولوياتها لتحديد العمل الذي يمكن إنجازه في التكرار القادم.

PROGRESSIVE ELABORATION OF THE CONTENT IN THE BACKLOG AND (RE)PRIORITIZATION OF IT TO IDENTIFY THE WORK THAT CAN BE ACCOMPLISHED IN AN UPCOMING ITERATION.

مالك المنتج **PRODUCT OWNER**

The person responsible for creating and prioritizing Product Backlog, choosing what to include in the next Sprint, and reviewing the system at the end of Sprint.



GOVERNANCE STEERING COMMITTEE

اللجنة التوجيهية لحوكمة المشروع

حوكمة المشروع PROJECT GOVERNANCE

- The framework, functions, and processes that guide project management activities in order to create a unique product, service, or result to meet organizational, strategic, and operational objectives.
- If the changes are outside the project manager's authority, the requested changes are managed by the steering committee.

STEERING COMMITTEE اللجنة التوجيهية

اجتماع يقدم فيه كبار أصحاب المصلحة التوجيه والدعم لفريق المشروع ويتخذون قرارات خارج سلطة فريق المشروع.

A meeting where **senior stakeholders** provide direction and support to the project team and make decisions **out of the project team's authority**.

TASK 4

دعم التغيير التنظيمي - SUPPORT ORGANIZATIONAL CHANGE

ENABLERS

- ❖ ASSESS ORGANIZATIONAL CULTURE
 - ❖ EVALUATE IMPACT OF ORGANIZATIONAL CHANGE TO PROJECT AND DETERMINE REQUIRED ACTIONS
 - ❖ EVALUATE IMPACT OF THE PROJECT TO THE ORGANIZATION AND DETERMINE REQUIRED ACTIONS
- ❖ تقييم الثقافة التنظيمية
 - ❖ تقييم تأثير التغيير التنظيمي للمشروع وتحديد الإجراءات المطلوبة
 - ❖ تقييم تأثير المشروع على المنظمة وتحديد الإجراءات المطلوبة

organizational cultureالثقافة التنظيمية

The system of ideas, customs, traditions and ways of thinking that bring the members of the organization together and share them, which would affect their behaviors and control their experiences, which in turn affect the productivity and efficiency of the organization, and the organizational culture includes ways of organizing the work of employees, the nature of their leadership, and the systems of their rewards and evaluation, and it is worth noting that each organization has its own organizational culture.

أهمية الثقافة التنظيمية للمنظمةThe importance of the organizational culture of the organization

- Forming patterns of behavior and relationships that must be followed by members of the same organization.
- Raising the organization's ability to change and keep pace with the developments that occur in the organizations around it.
- Determine the expected job behavior of individuals working in the organization, and determine the nature of their relationships with each other.
- Maintain the stability of the organization.
- Encourage innovation at work and avoid routine.
- Directing individuals working in the same organization, and working to organize their work.
- Facilitating the interest of managing and mitigating refugee situations

أصول عمليات المؤسسة Organizational Process Assets (OPAs)

- ✓ Corporate policies and procedures for social media, ethics and security.
- ✓ Corporate policies and procedures for problems, risks, change and data management.
- ✓ Communication requirements of the institution.
- ✓ Standardized guidelines for the placement, exchange, storage, and retrieval of information.
- ✓ Previous information from previous projects, including a stock of lessons learned.

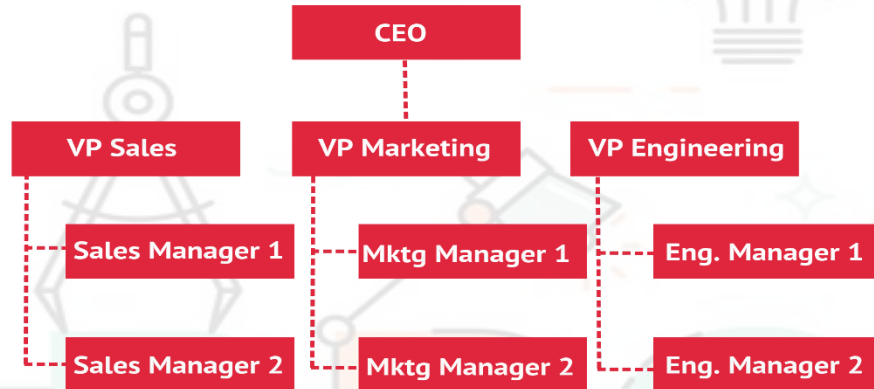
العوامل المحيطة بالمشروع Enterprise Environmental Factors (EEFs)

- ✓ Organizational culture, political climate and governance framework.
- ✓ People management policies.
- ✓ Risk limits for stakeholders.
- ✓ Prescribed communication channels, tools and systems.
- ✓ Global, regional or local trends, practices or customs, geographical distribution of facilities and resources.

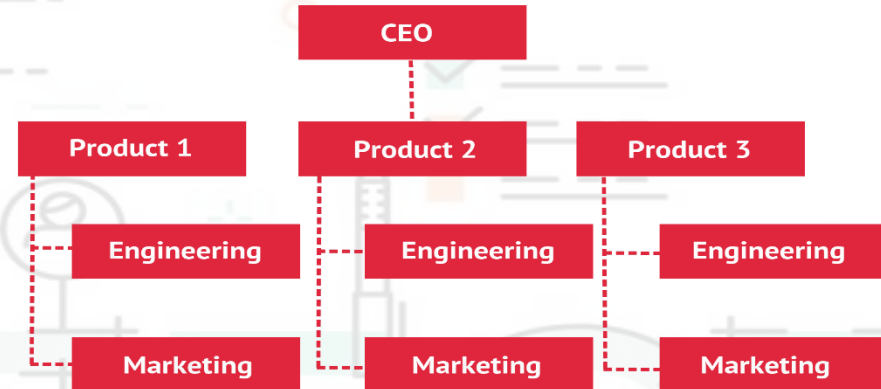
الأربعة أنواع الرئيسية للهياكل الإدارية – FOUR KEY TYPES OF ORGANIZATIONAL STRUCTURES

Siloed

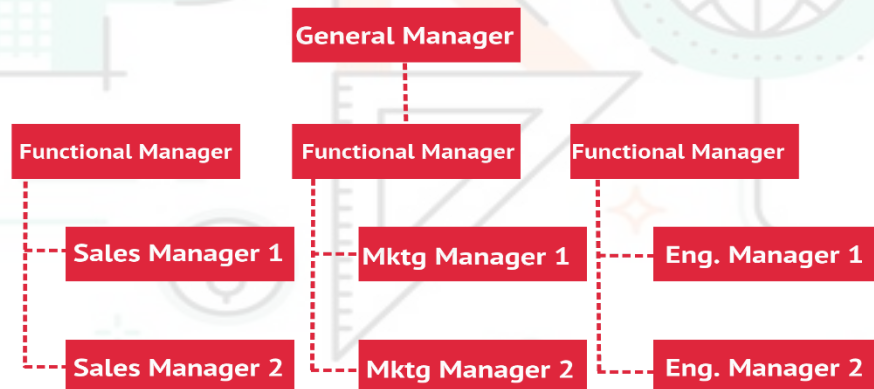
Functional *Organized based on the company's key functions*



Divisional *Organized based on the company's key products*



Matrix *Organized based on cross-functional teams and functions*



Flat *Organized based on self-management and a lack of managerial structures*



Open