

# النطاق اشت بيئة العمل

PROJECTS DOMAIN 3 :  
**BUSINESS ENVIRONMENT**



## النطاق الثالث : بيئة العمل

### Domain 3 :

### Business Environment

عدد الدروس

4

الوحدة

5

الدروس التي تحتويها الوحدة

تقييم وتقديم فوائد المشروع وقيمه

Evaluate and deliver project benefits and value

تخطيط وإدارة امتثال المشروع

Plan and manage project compliance

تقييم ومعالجة تغيرات بيئة العمل الخارجية  
لتأثير على النطاق

Evaluate and address external business environment changes for  
impact on scope

دعم التغيير التنظيمي

Support organizational change

## TASK 1

## PLAN AND MANAGE PROJECT COMPLIANCE - تخطيط وإدارة امتثال المشروع

## 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

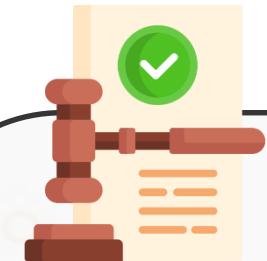
- ❖ تأكيد متطلبات الامتثال للمشروع (على سبيل المثال ، الأمان والصحة والسلامة والامتثال التنظيمي)
- ❖ تحديد فئات الامتثال
- ❖ تحديد التهديدات المحتملة للامتثال
- ❖ استخدام طرق الدعم للامتثال
- ❖ تحديد عوائق عدم الامتثال
- ❖ تحديد النهج والإجراءات الازمة لتلبية احتياجات الامتثال (على سبيل المثال: المخاطر ، 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 لطار العهـل 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.



JL  
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.

# COMPLIANCE



RULES



STANDARDS



POLICIES



REQUIREMENTS



REGULATIONS



TRANSPARENCY



LAW

# ادارة جودة المشروع

## PROJECT QUALITY MANAGEMENT

### مشاركة 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

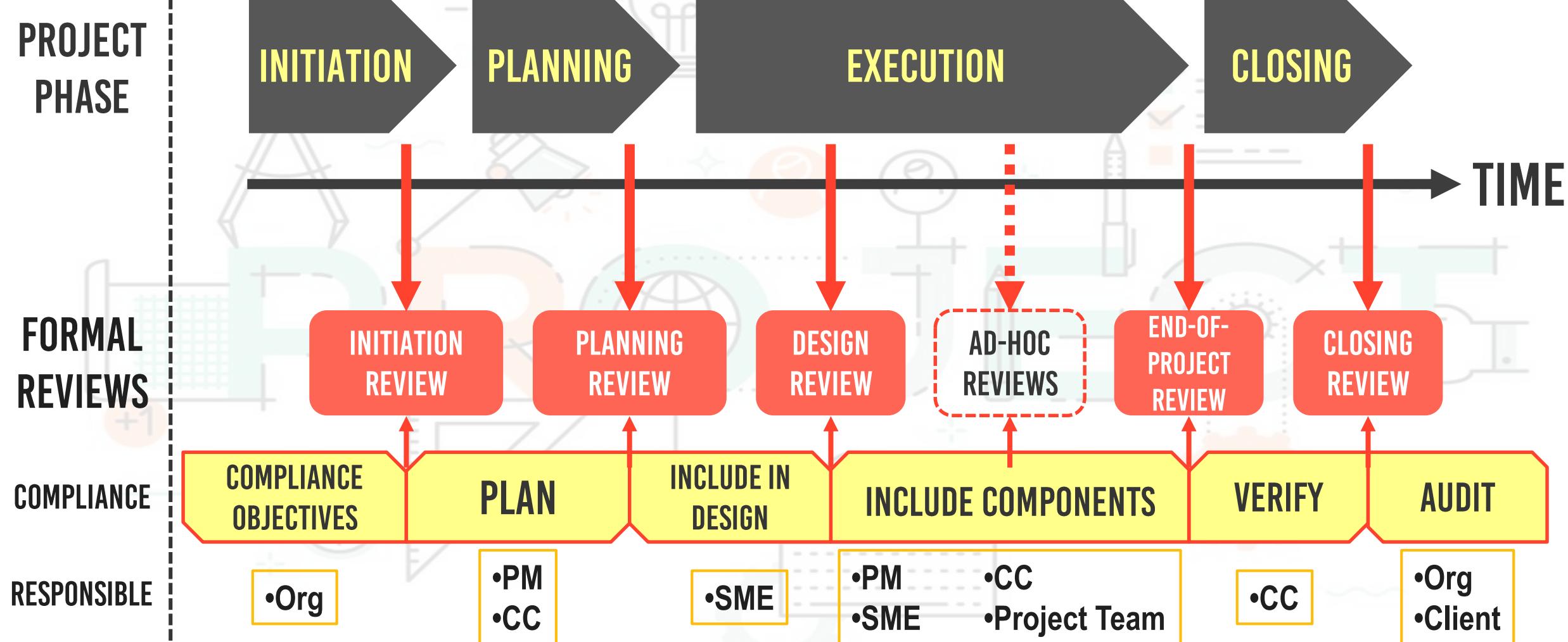
### SOCIAL RESPONSIBILITY

### WORKPLACE HEALTH & SAFETY

### QUALITY

### PROCESS RISKS

## COMPLIANCE LIFECYCLE - حياة الامتثال



## COMMON SOURCES OF COMPLIANCE THREATS - المخاطر الأكثر شيوعاً للامتثال



Product Defects



Errors In Testing



Regulation Changes



Awareness Gaps



New Markets

## عيوب المنتج

Errors or errors in deliverables.

## أخطاء في الاختبار

Errors were used in testing and verification

## تغييرات اللوائح

Changes in regulatory or legal requirements.

## فجوات الوعي

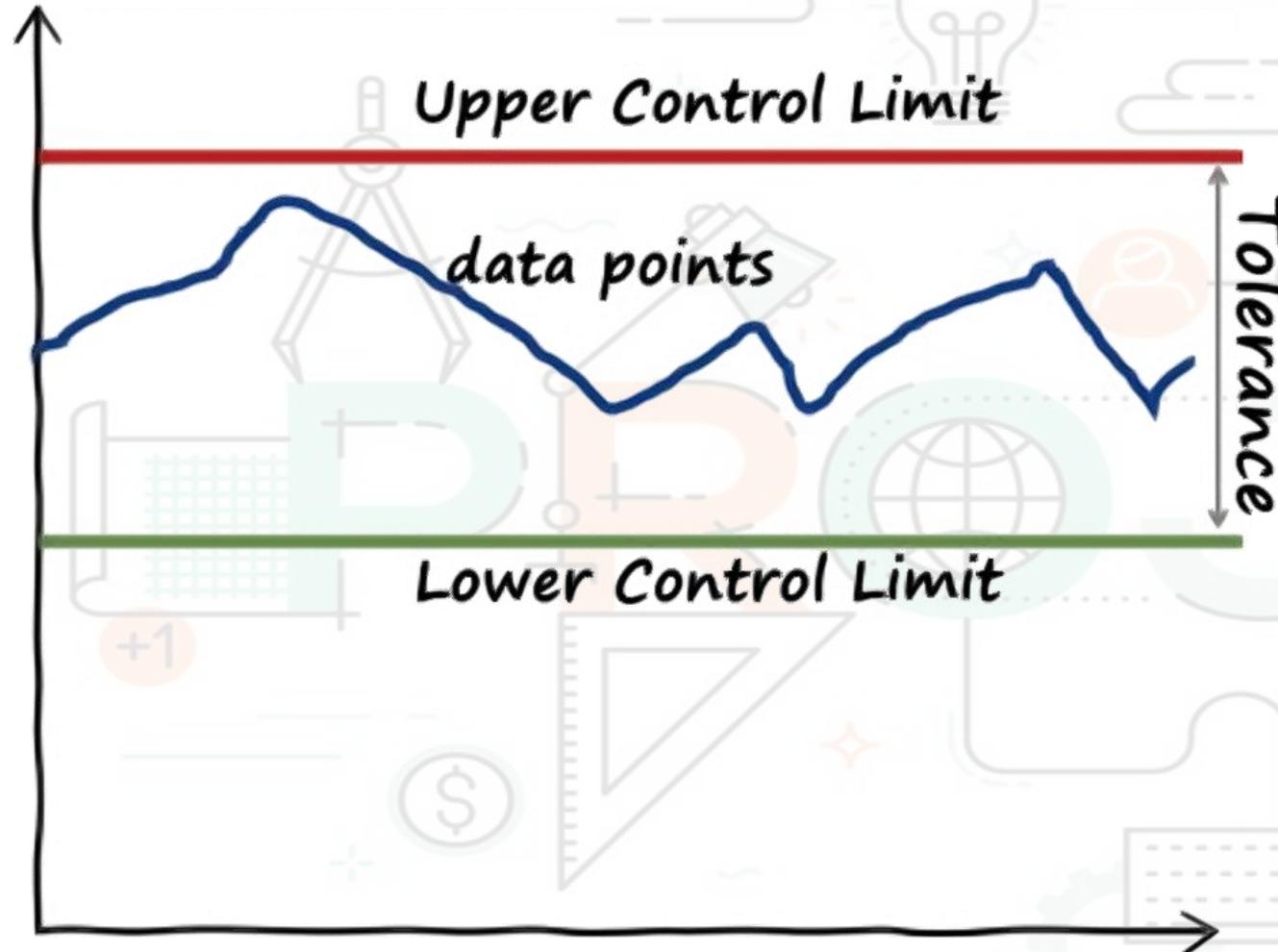
Such as not knowing our product emits radio waves that interfere with defibrillators.

## 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.

## METHODS TO SUPPORT COMPLIANCE - طرق دعم الامتثال



AUDITS AND INSPECTION  
التدقيق والتفتيش

SIGN-OFFS AND REPORTS  
الموافقة والتقارير

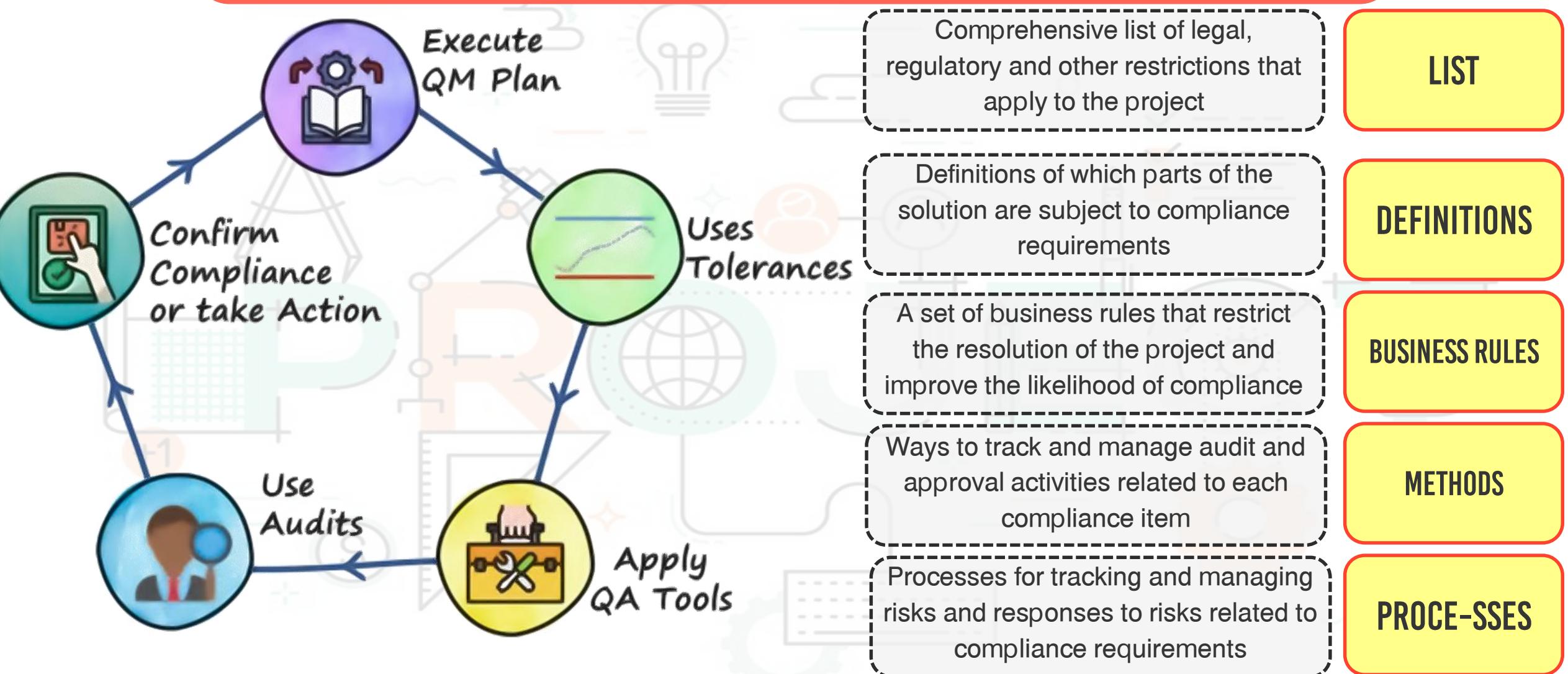
TESTING AND VALIDATION ACTIVITIES  
أنشطة الاختبار والتحقق

CONTROL LIMITS AND TOLERANCES  
حدود التحكم والتسامح

EXECUTION REPORTS  
تقارير التنفيذ

TRACKING TOOLS AND INFORMATION RADIATORS  
أدوات التتبع ومشععات المعلومات

## تحليل عواقب عدم الامتثال - ANALYZE THE CONSEQUENCES OF NONCOMPLIANCE



## TASK 2

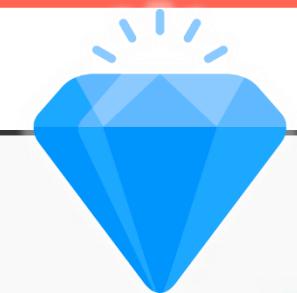
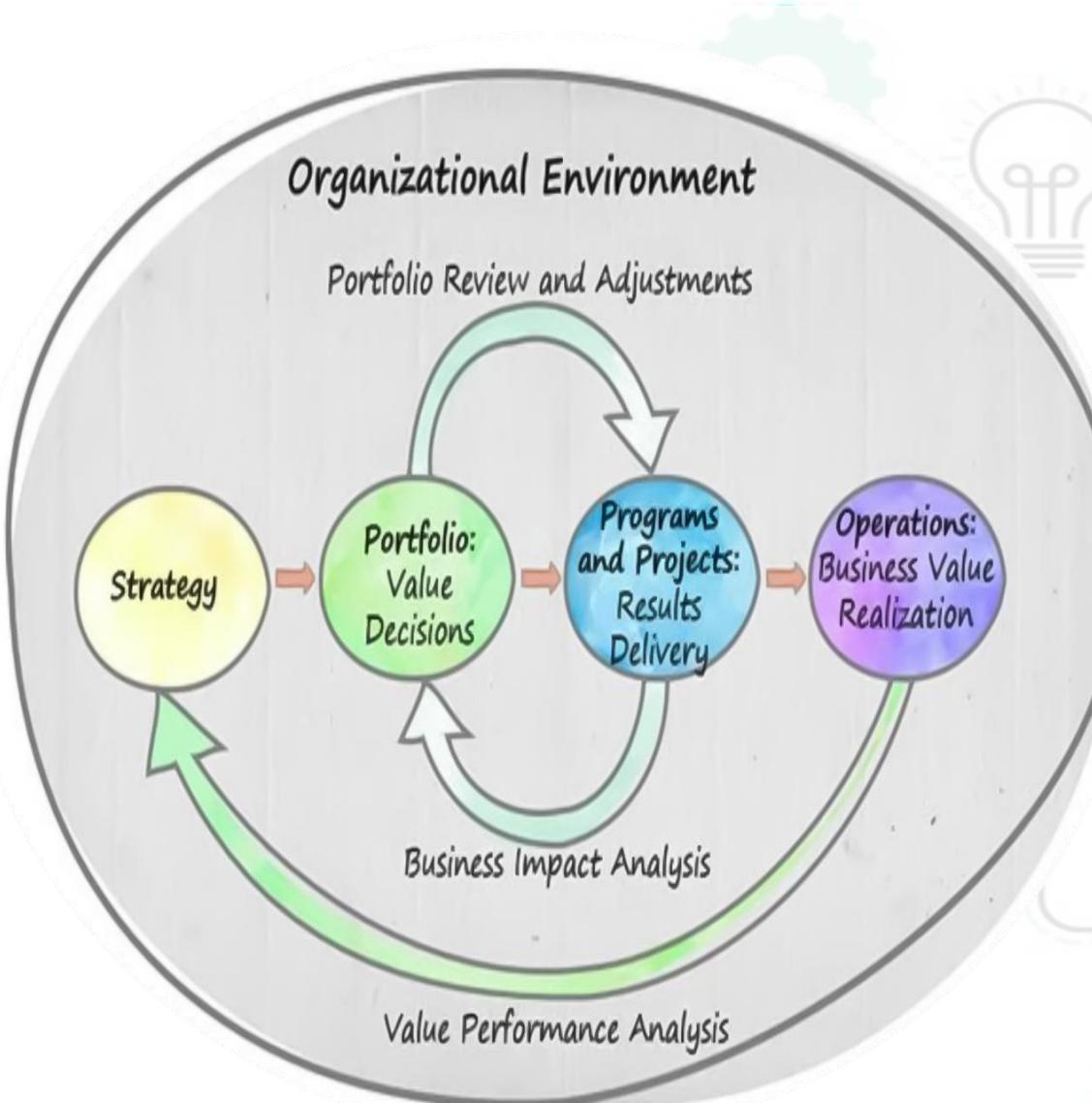
### EVALUATE AND DELIVER PROJECT BENEFITS AND VALUE

### تقييم وتقديم فوائد المشروع وقيمه

#### 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 لتبليغ الفوائد
- ❖ تقييم خيارات التسليم لإثبات القيمة
- ❖ تقييم أصحاب المصلحة من قيمة التقدم المحرز



القيمة  
VALUE

Different stakeholders see value in different ways:-

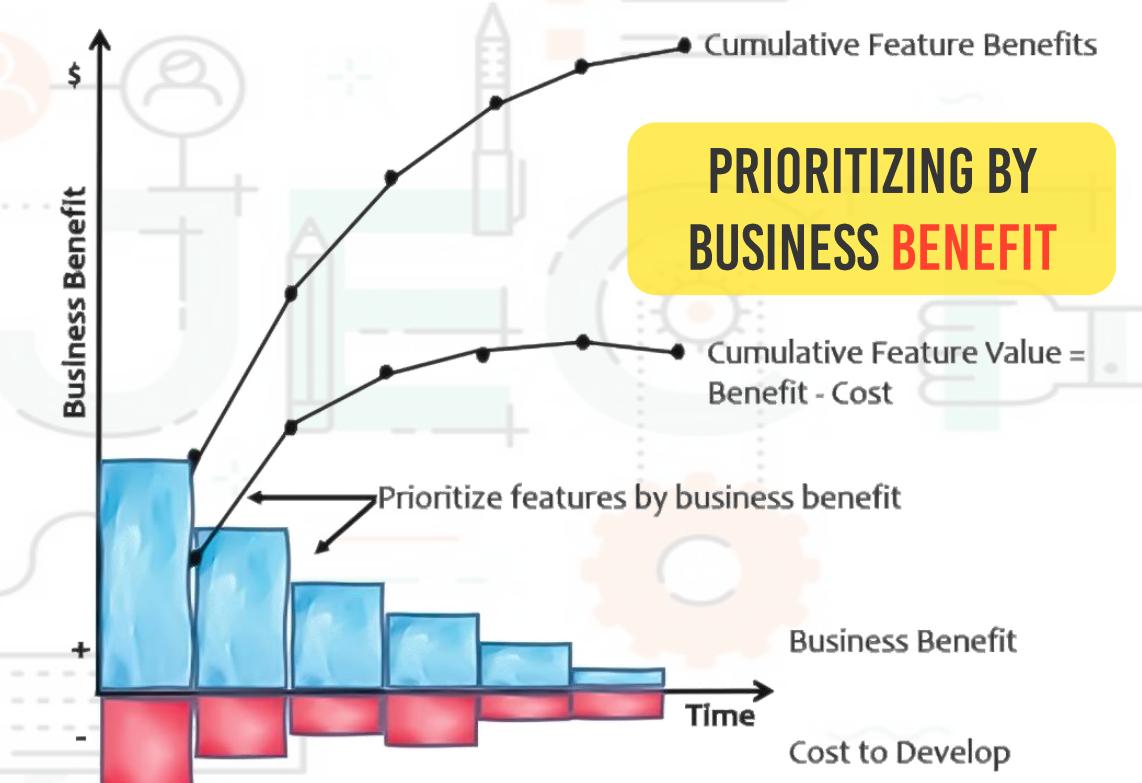
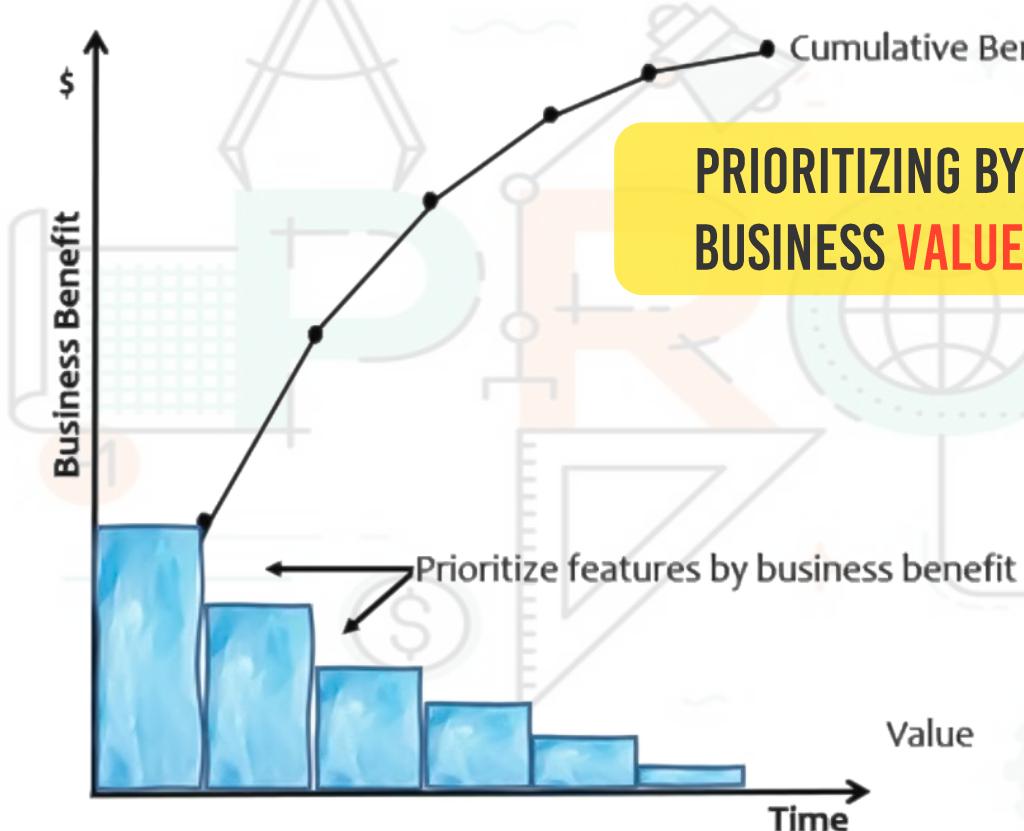
- Customers can define value as the ability to use certain features or functions of a product.
- Organizations can focus on business value as defined by financial metrics, such as benefits minus the cost of realizing those benefits.
- Societal value can include contributing to groups of people, communities,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

## COST / BENEFIT ANALYSIS

## تحليل التكاليف والفوائد

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.



**BENEFIT MANAGEMENT PLAN****خطة إدارة منافع المشروع**

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

## BUSINESS JUSTIFICATION ANALYSIS METHODS - طرق تحليل مبررات الأعمال

### 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 باخذ المتوسط كمتوسط جميع الفوائد الصافية وتقسيمه 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)

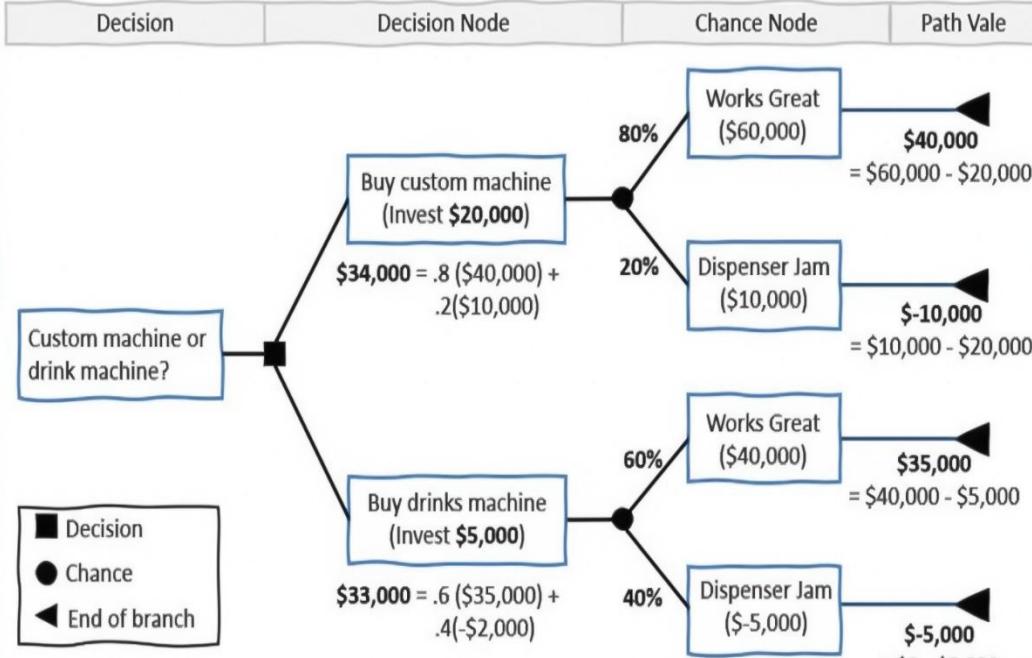
معبراً عنها بالقيمة التي تتمتع بها تلك المنافع في وقت الاستثمار  
expressed by the value that these benefits enjoy at the time of investment

### 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.

## TECHNIQUES FOR ASSESSING VALUES

### تقنيات تقييم القيمة



### القيمة النقدية المتوقعة (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

يتضمن تحديداً مرجحاً 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

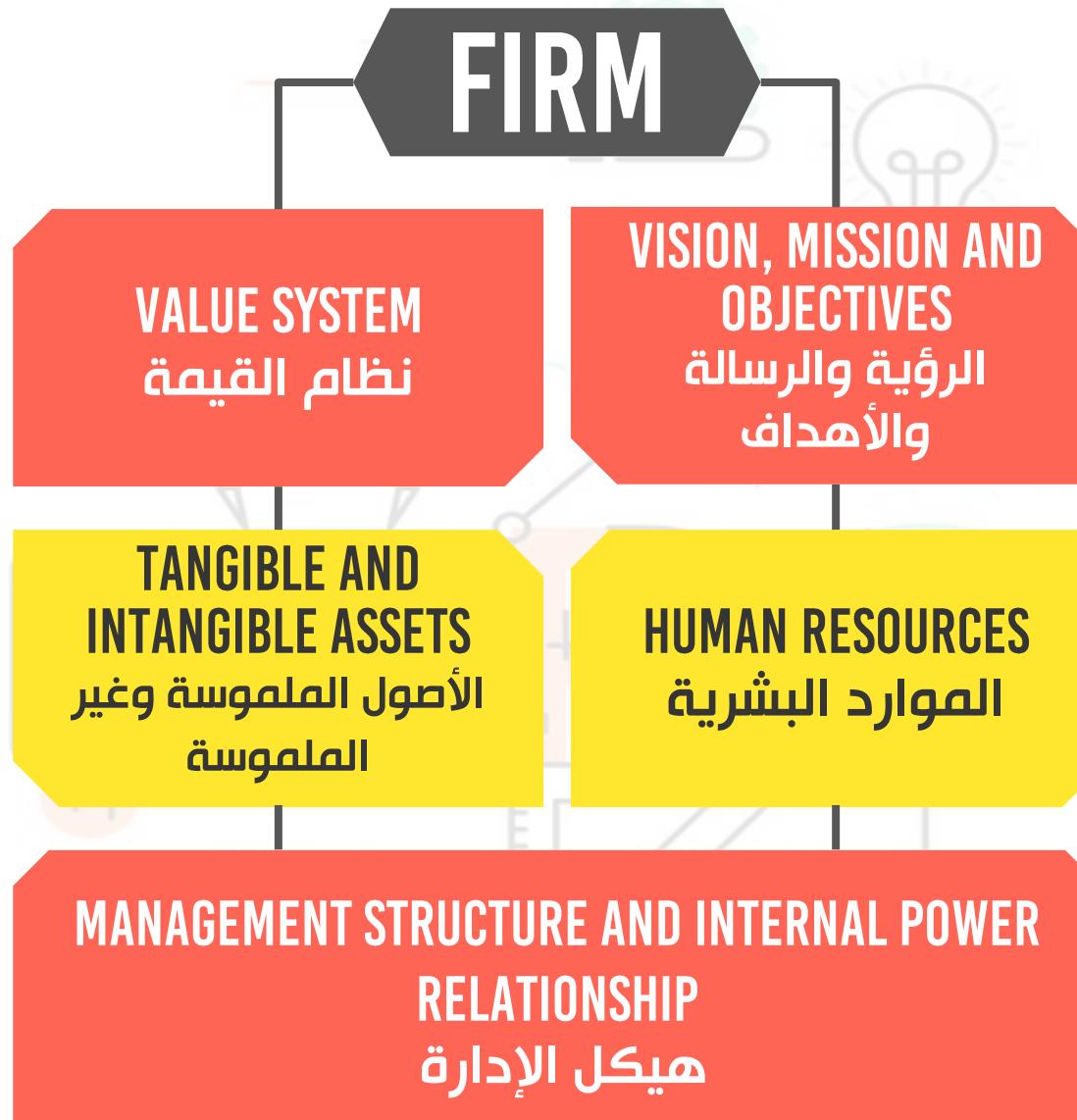
## EVALUATE AND ADDRESS EXTERNAL BUSINESS ENVIRONMENT CHANGES FOR IMPACT ON SCOPE

### 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 ، تغيرات التكلفة).
- ❖ باستمرار مراجعة بيئة الأعمال الخارجية للتأثيرات على نطاق المشروع / التراكم.

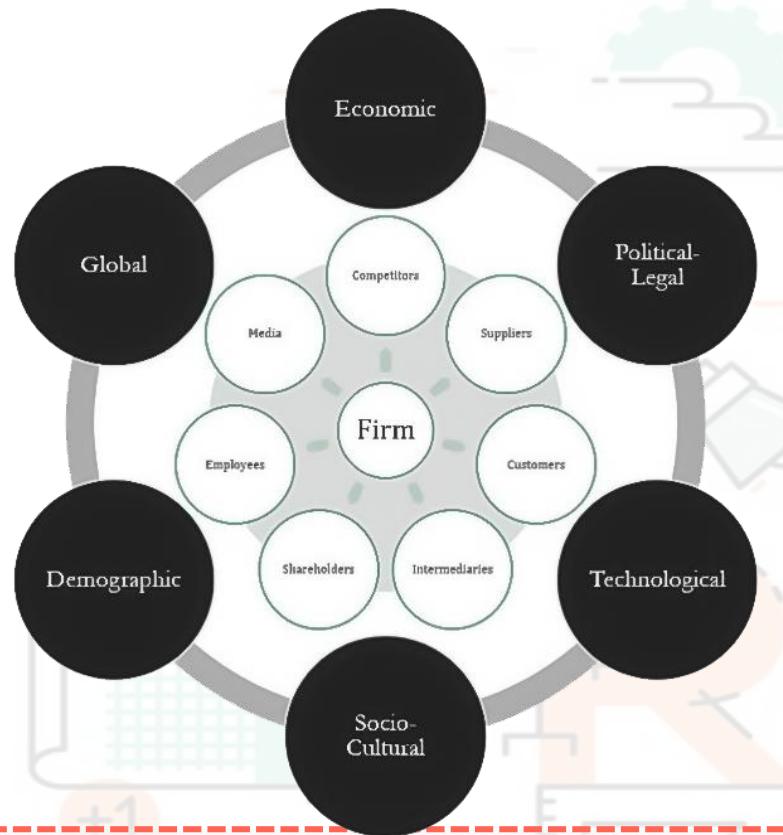


## بيئة العمل

### 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)

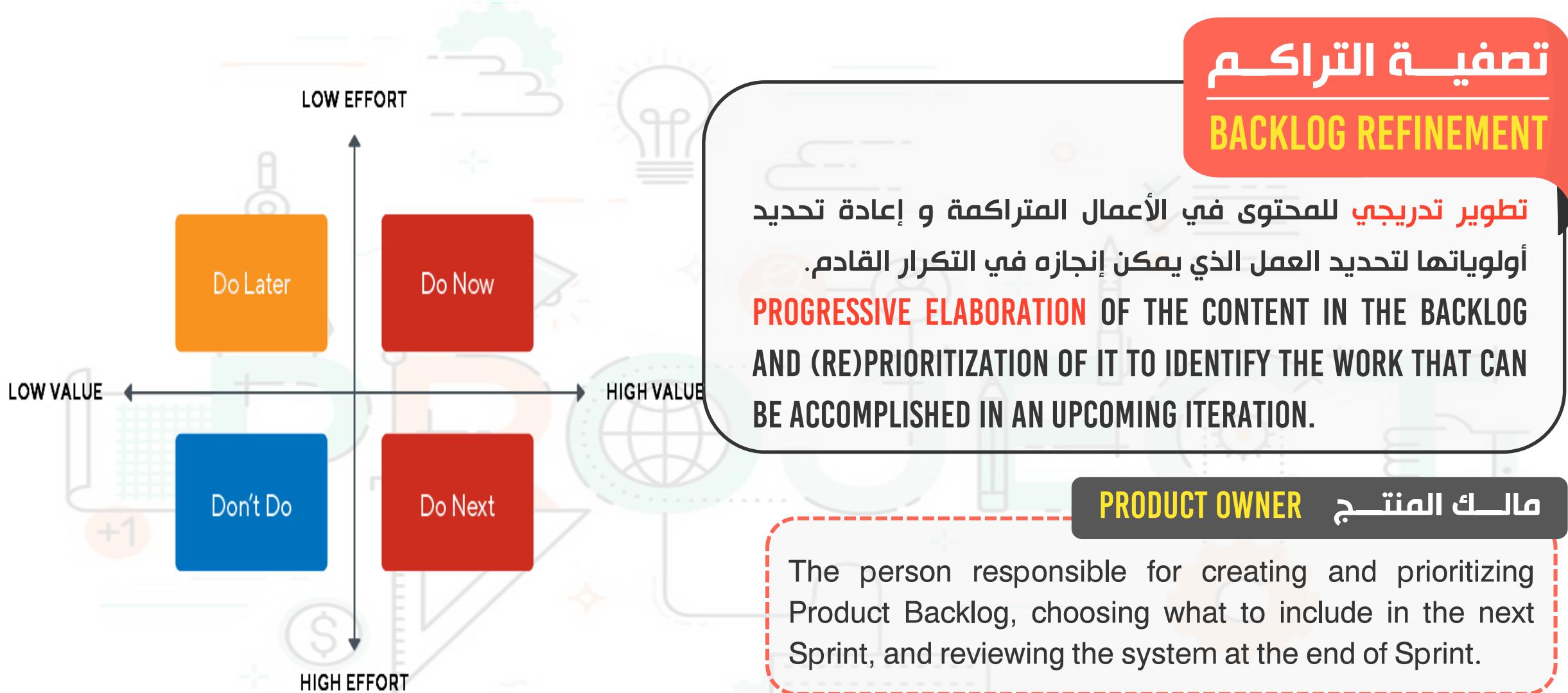
A FORMALLY CHARTERED GROUP RESPONSIBLE FOR REVIEWING, EVALUATING, APPROVING, DELAYING, OR REJECTING CHANGES TO  
THE PROJECT, AND FOR RECORDING AND COMMUNICATING SUCH DECISIONS.  
مجموعة معتمدة رسمياً مسؤولة عن مراجعة أو تقييم أو اعتماد أو تأخير أو رفض التغييرات في المشروع ، وتسجيل مثل هذه القرارات والإبلاغ 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 خطة 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 لتبني نتائج المشروع ومراقبة والتحكم في التغييرات التي تطرأ على هذه النتائج.



## GOVERNANCE STEERING COMMITTEE

## اللجنة التوجيهية لحكومة المشروع

## PROJECT GOVERNANCE

## حكومة المشروع

- 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

اجتماع يقدم فيه كبار أصحاب المصلحة التوجيهية الدعم لفريق المشروع ويتخذ دون قرارات خارج سلطنة 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

### SUPPORT ORGANIZATIONAL CHANGE

### دُعْمَة التَّغْيِير التَّنظِيمِي

#### 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 التَّنظِيمِيَّة
- ❖ تقييم تأثير التَّغْيِير التَّنظِيمِي لِلْمَشْرُوع وَتَحْدِيدِ رَأْيَاتِ الْمُطْلُوبَيْة
- ❖ تقييم تأثير المَشْرُوع عَلَى الْمَنْظَمَة وَتَحْدِيدِ رَأْيَاتِ الْمُطْلُوبَيْة

## organizational culture

## الثقافة 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 للمنظمة

The 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.

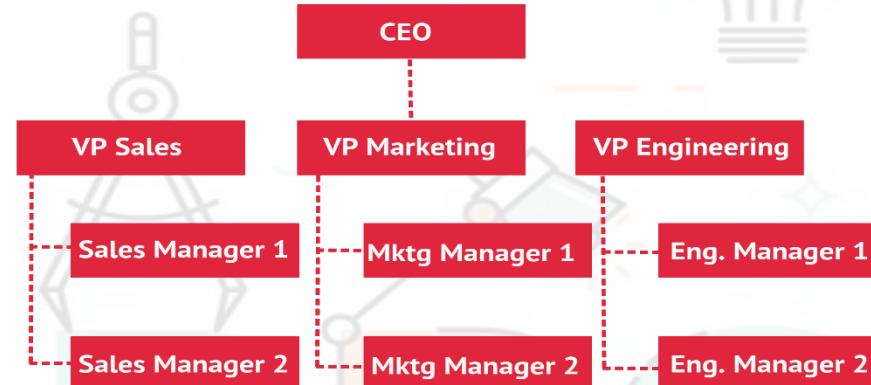
## العوامل المحيطة بالمشروع Enterprise Environmental Factors (EEFs)

- ✓ 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.

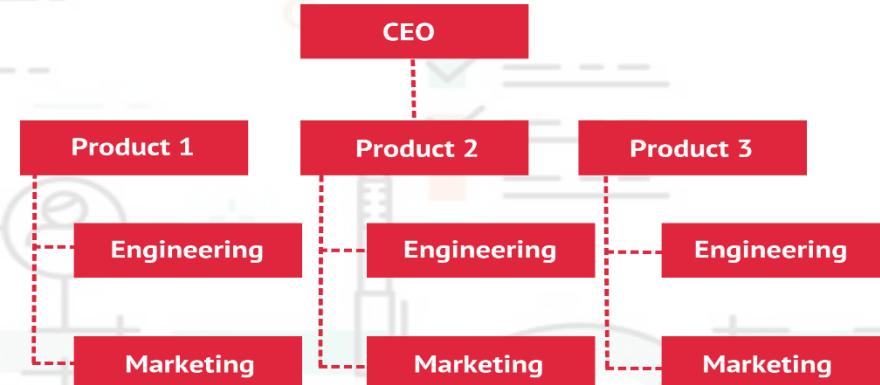
## الأربعة أنواع الرئيسية للمؤسسات الإدارية - FOUR KEY TYPES OF ORGANIZATIONAL STRUCTURES

### Siloed

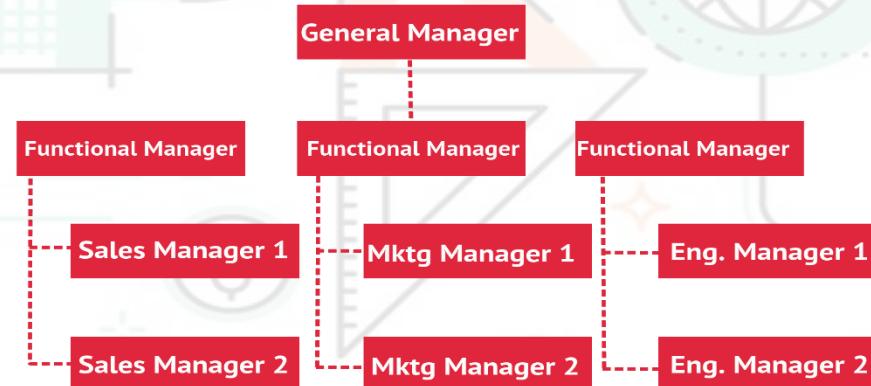
#### Functional *Organized based on the company's key functions*



#### 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