



مدیریت پروژه بر اساس PMBOK به همراه الحاقیه ساخت (ویرایش هفتم)

بخش سوم:

بررسی مقدماتی راهنمای پیکره دانش مدیریت پروژه PMBOK + الحاقیه ساخت

ارائه دهندگان:

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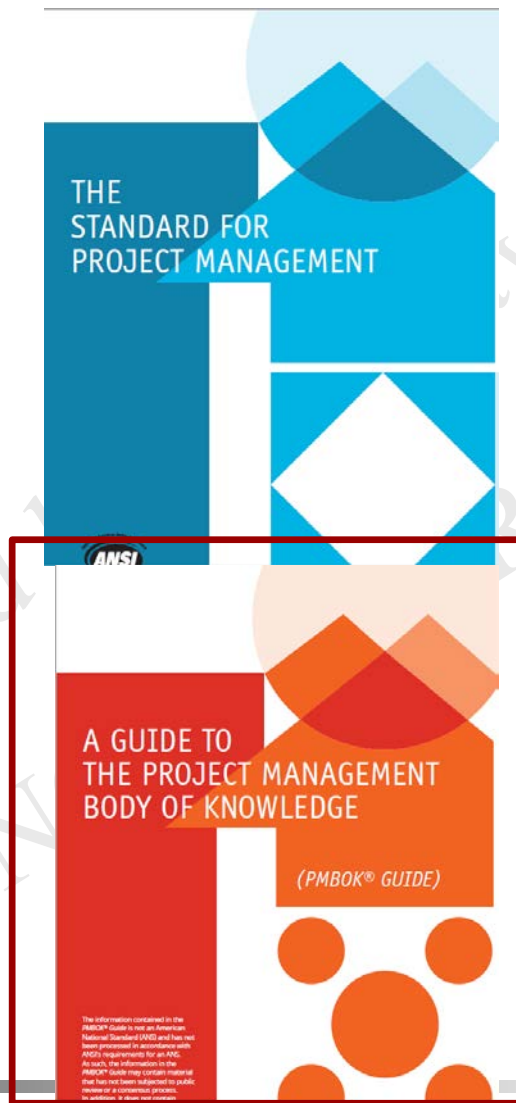
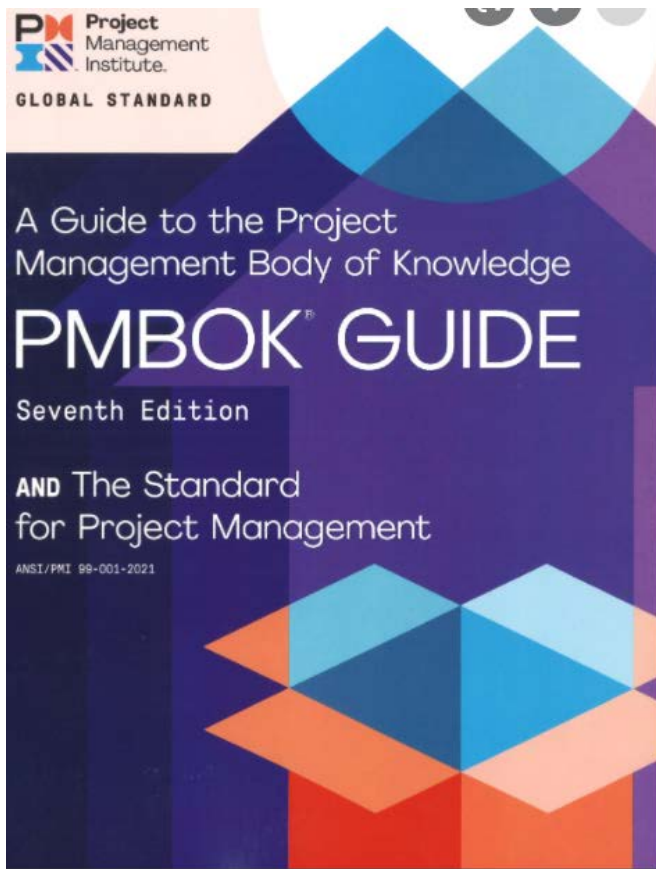
What we will learn?

- ❑ Introduction
- ❑ A Guide To the Project Management Body of Knowledge
 - ❖ 6th Edition
 - ❖ 7th Edition – Introduction
- ❑ Construction Extension to the PMBOK Guide
 - ❖ Introduction
 - ❖ Advances and Societal Influences in Construction Project Management

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Introduction

A guide to the project management body of knowledge in PMBOK 7th Edition



What is the difference with 6th Edition?

A guide to the project management body of knowledge in PMBOK 6th vs. 7th

Part 2

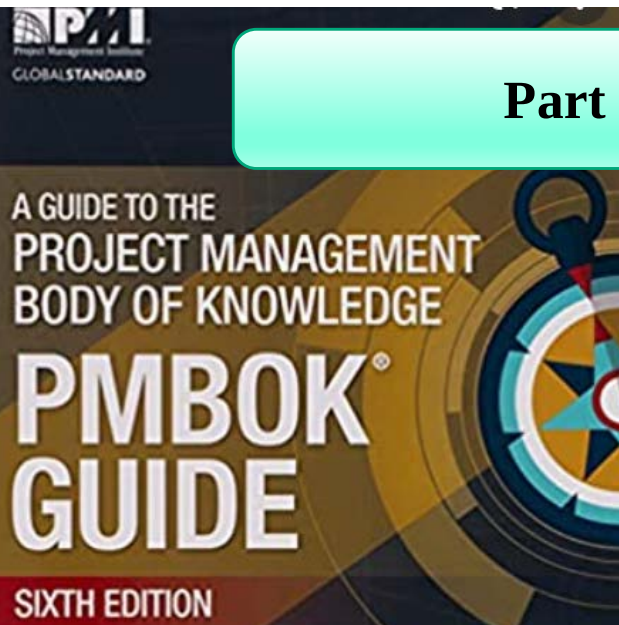
A GUIDE TO
THE PROJECT MANAGEMENT
BODY OF KNOWLEDGE

(PMBOK® GUIDE)

The information contained in the PMBOK® Guide is not an American National Standard (ANS) and has not been processed in accordance with ANSI's requirements for an ANS. As such, the information in the PMBOK® Guide may contain material that has not been subjected to public review or a consensus process. In addition, it does not contain

VS.

Part 1

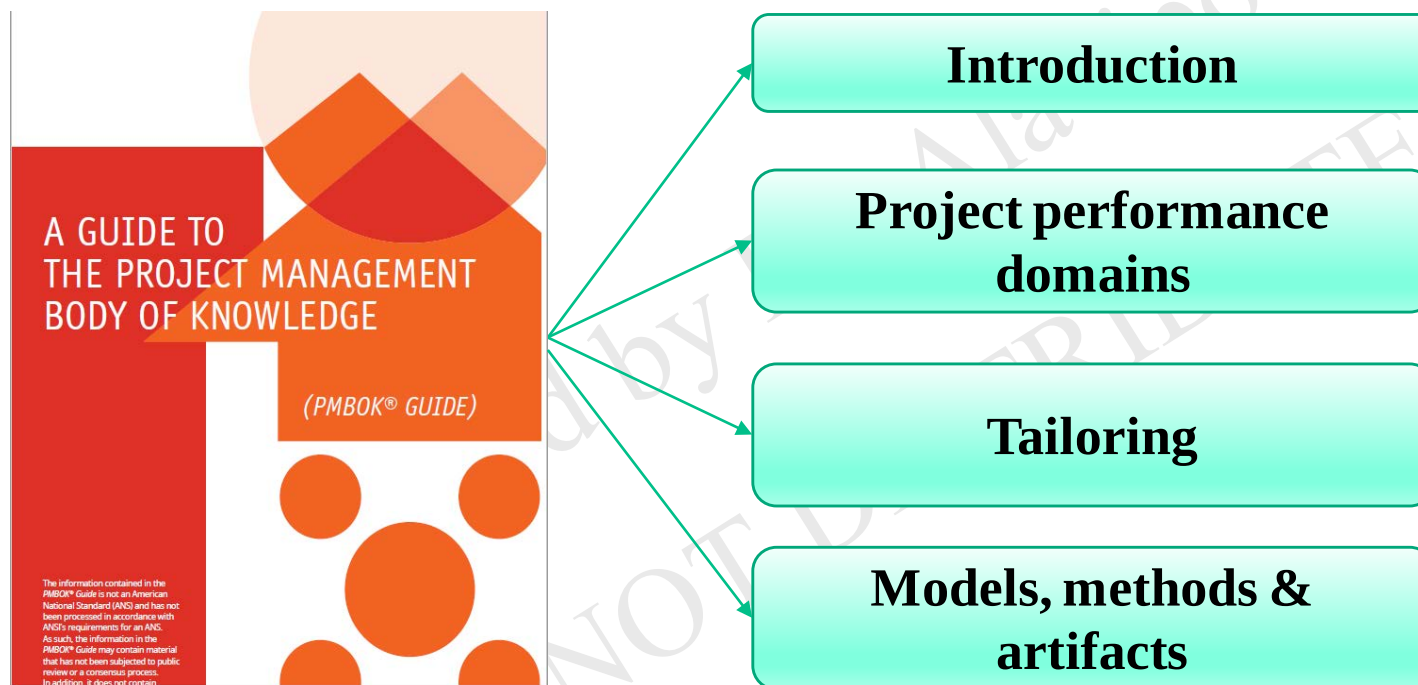


Part 1

A Guide to the Project Management Body of
Knowledge
(PMBOK® GUIDE)

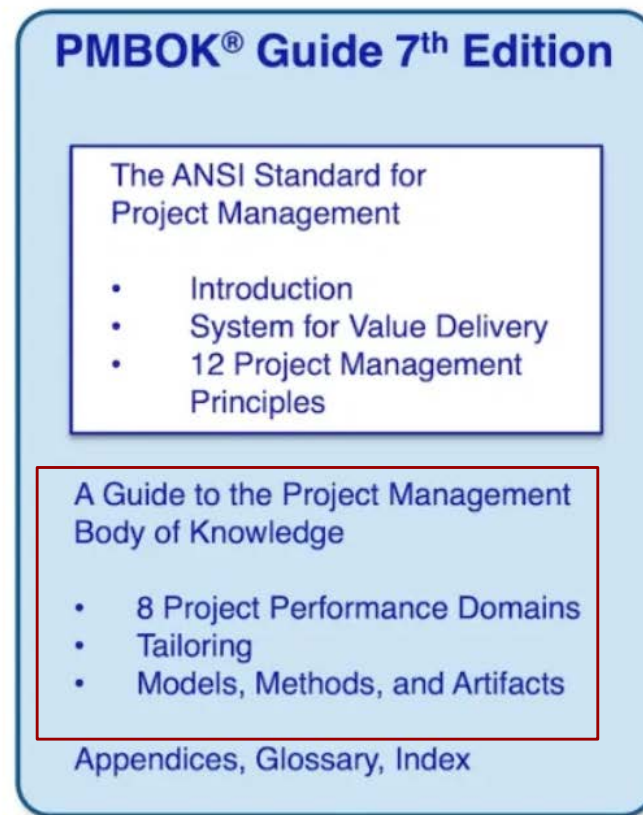
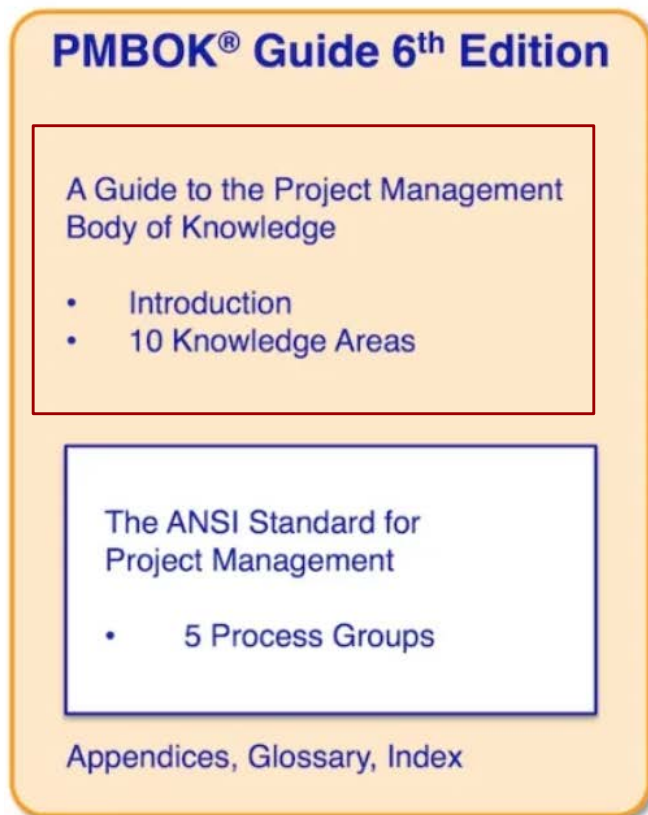
Let's see more detail!

A guide to the project management body of knowledge in PMBOK 6th vs. 7th



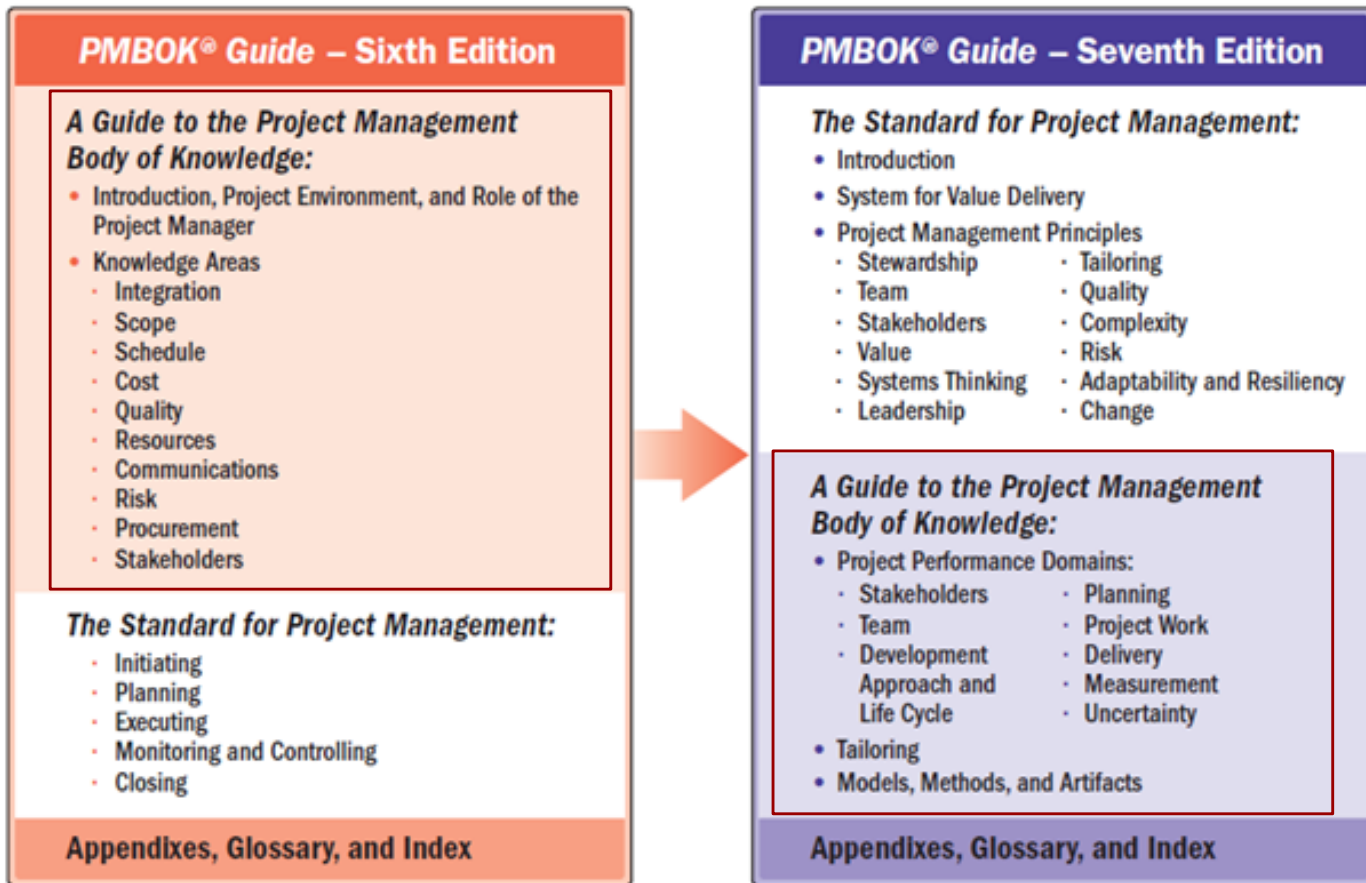
Let's see more detail!

A guide to the project management body of knowledge in PMBOK 6th vs. 7th



Let's see more detail!

A guide to the project management body of knowledge in PMBOK 6th vs. 7th



**A Guide To the Project Management Body of
Knowledge**
(6th Edition)

A guide to the project management body of knowledge in PMBOK 6th

**We don't intend to teach PMBOK 6th edition,
however it is necessary to know what the difference is.**

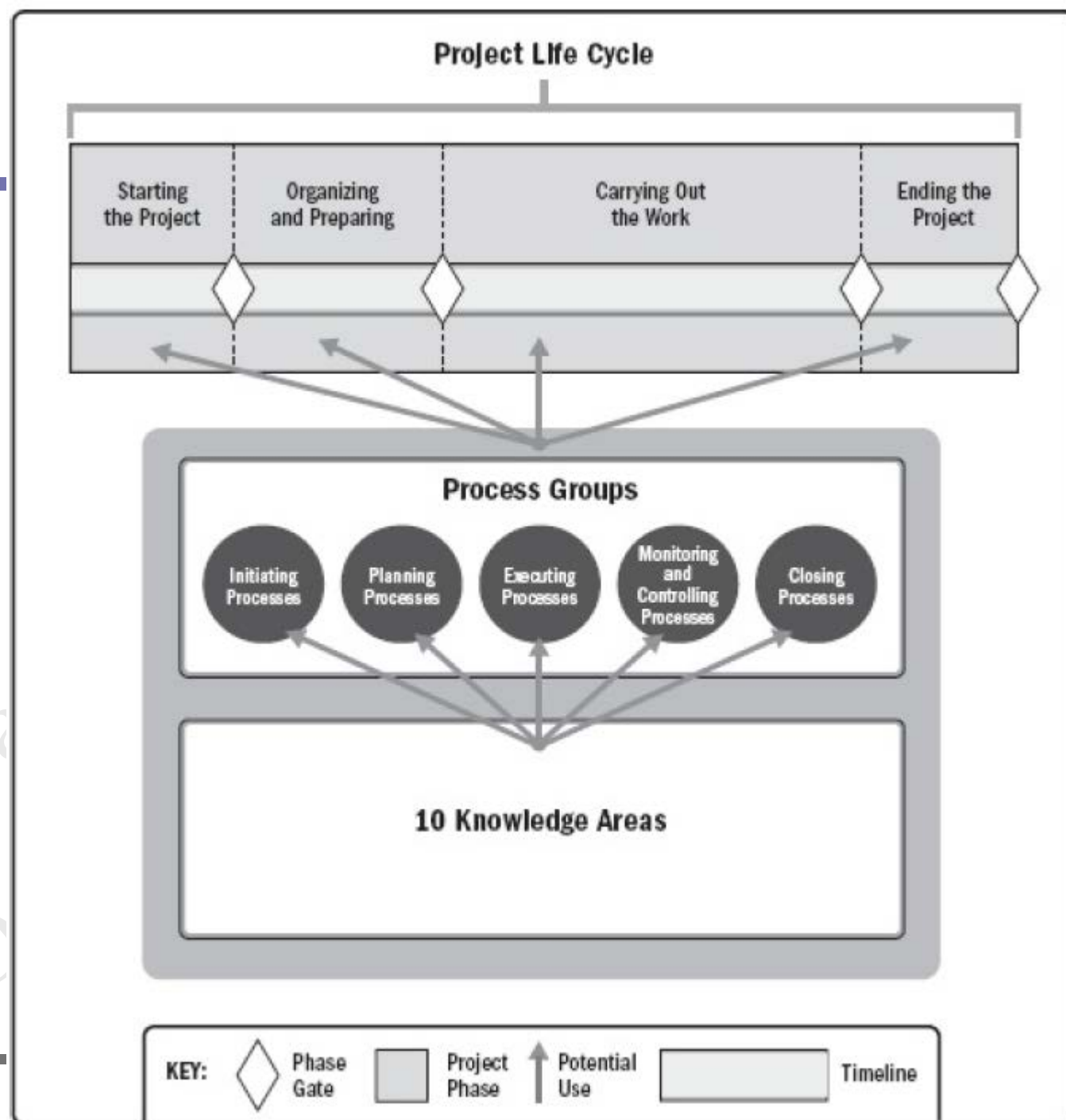
Key terms and concepts

Table 1-3. Description of PMBOK® Guide Key Components

PMBOK® Guide Key Component	Brief Description
Project life cycle (Section 1.2.4.1)	The series of phases that a project passes through from its start to its completion.
Project phase (Section 1.2.4.2)	A collection of logically related project activities that culminates in the completion of one or more deliverables.
Phase gate (Section 1.2.4.3)	A review at the end of a phase in which a decision is made to continue to the next phase, to continue with modification, or to end a program or project.
Project management processes (Section 1.2.4.4)	A systematic series of activities directed toward causing an end result where one or more inputs will be acted upon to create one or more outputs.
Project Management Process Group (Section 1.2.4.5)	A logical grouping of project management inputs, tools and techniques, and outputs. The Project Management Process Groups include Initiating, Planning, Executing, Monitoring and Controlling, and Closing. Project Management Process Groups are not project phases.
Project Management Knowledge Area (Section 1.2.4.6)	An identified area of project management defined by its knowledge requirements and described in terms of its component processes, practices, inputs, outputs, tools, and techniques.

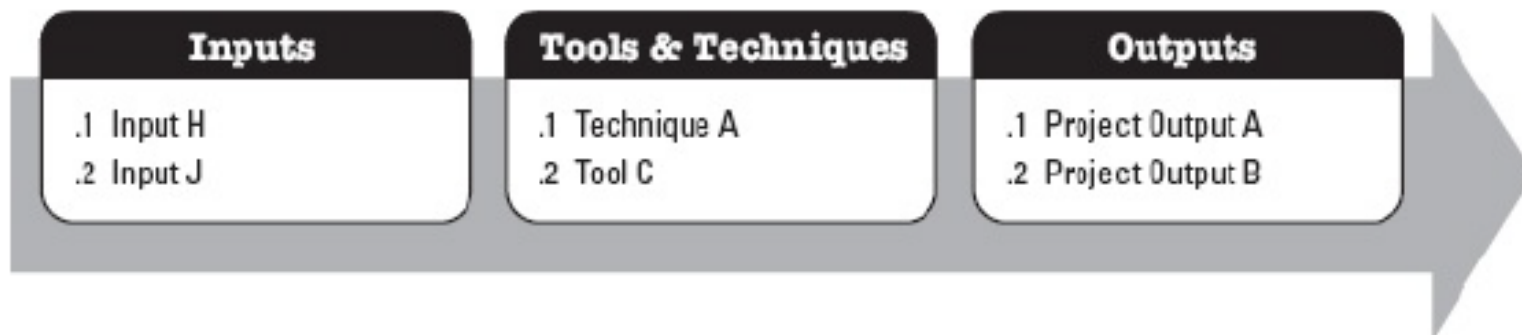
Key terms and concepts

- ❑ Interrelationship of PMBOK guide key components in projects



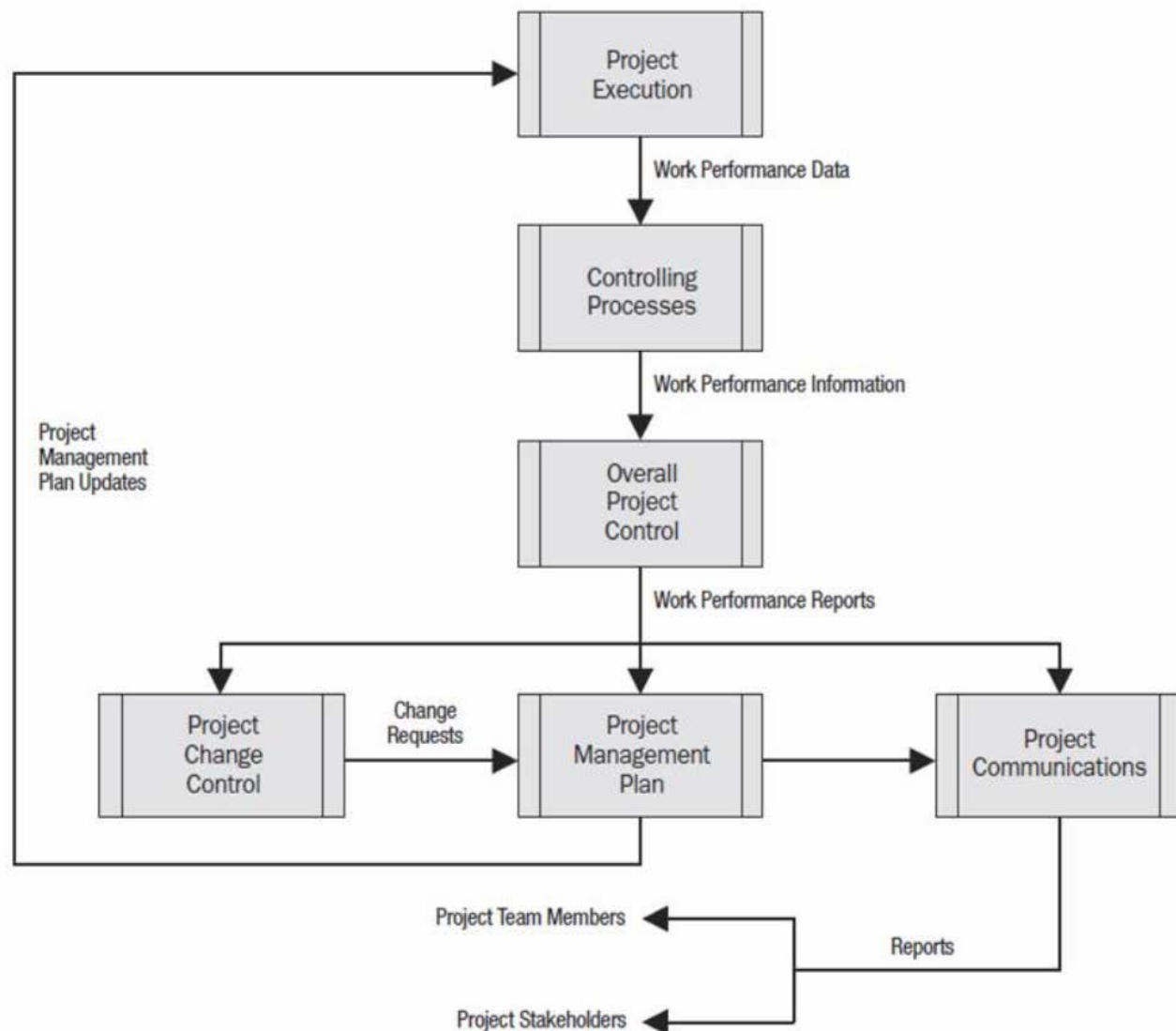
Key terms and concepts

- ❑ Example process: Input, Tools & Techniques, and Outputs



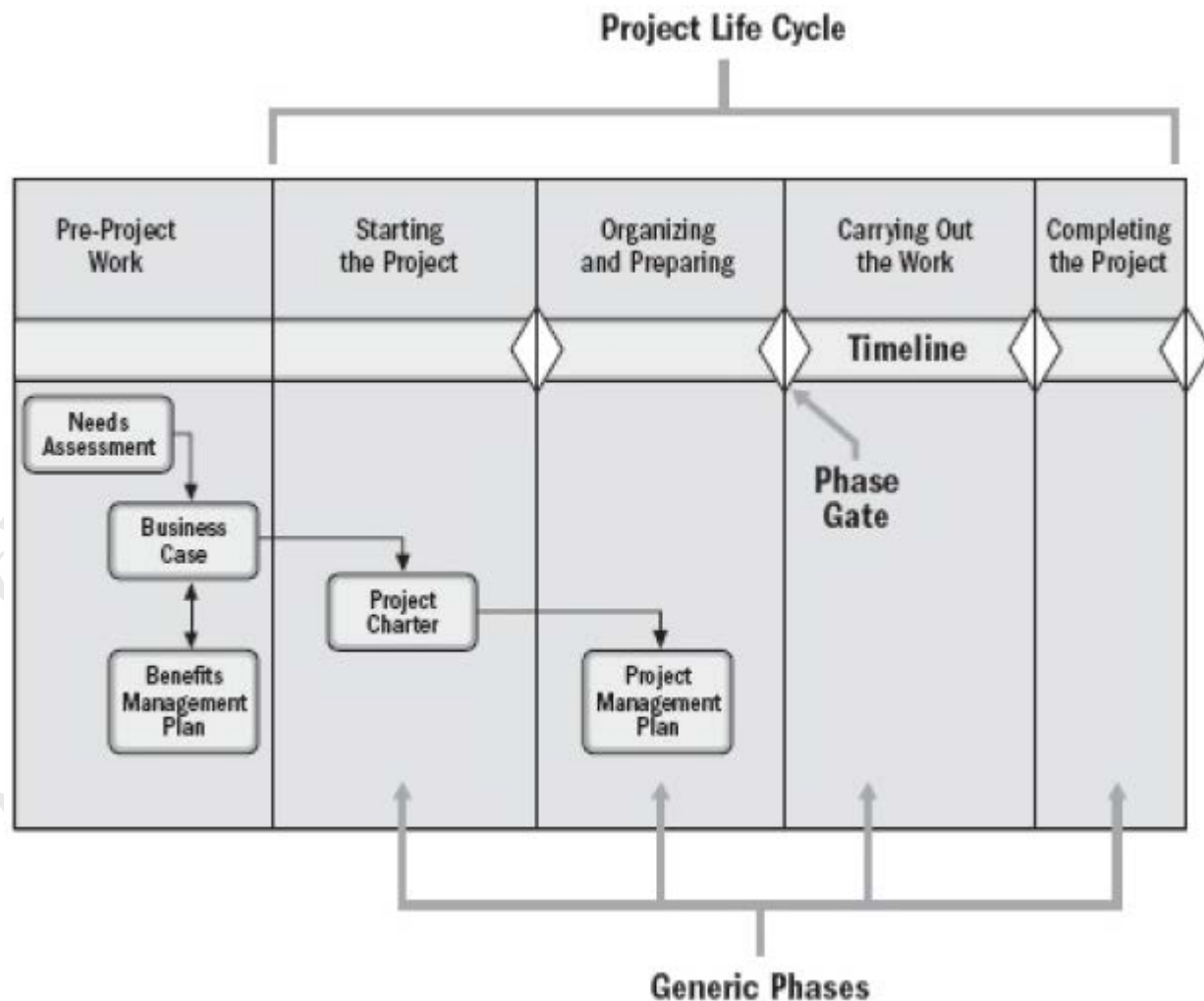
Key terms and concepts

- ❑ Project data, information, and report flow



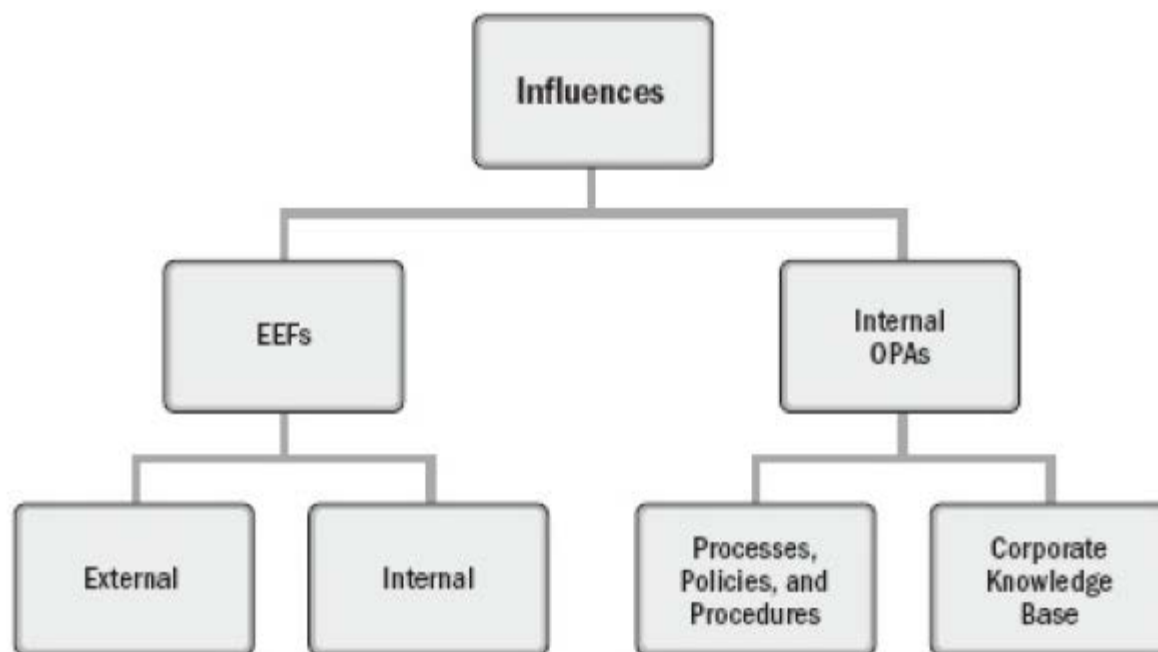
Key terms and concepts

- ❑ Interrelationship of needs assessment and critical business/project documents



Key terms and concepts

- ☐ Project influences
- ☐ Enterprise environmental factors (EEFs) and organizational process assets (OPAs)



Key terms and concepts

- ❑ Example of project manager's sphere of influence
- ❑ A **functional manager** manages and owns the resources in a **specific department**, such as IT, engineering, public relations, or marketing, and generally directs the **technical work** of individuals from that functional area who are working on the project.



Key terms and concepts

❑ Team management and team leadership compared

Management	Leadership
Direct using positional power	Guide, influence, and collaborate using relational power
Maintain	Develop
Administrate	Innovate
Focus on systems and structure	Focus on relationships with people
Rely on control	Inspire trust
Focus on near-term goals	Focus on long-range vision
Ask how and when	Ask what and why
Focus on bottom line	Focus on the horizon
Accept status quo	Challenge status quo
Do things right	Do the right things
Focus on operational issues and problem solving	Focus on vision, alignment, motivation, and inspiration



Key terms and concepts

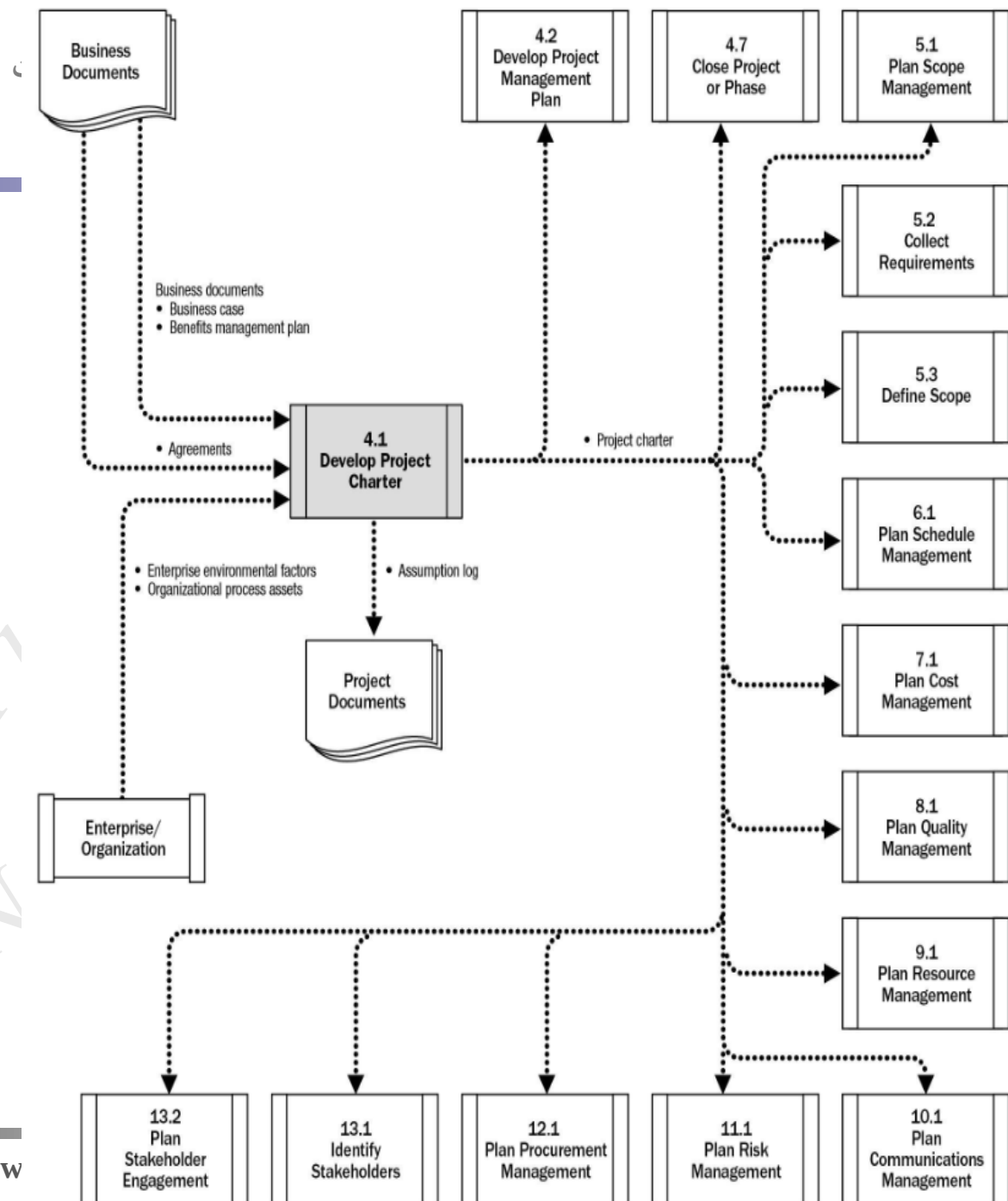
- ❑ Process group and knowledge area mapping

PROCESS GROUP AND KNOWLEDGE AREA MAPPING

Knowledge Areas	Project Management Process Groups				
	Initiating	Planning	Executing	Monitoring and Controlling	Closing
4. Project Integration Management	4.1 Develop Project Charter	4.2 Develop Project Management Plan	4.3 Direct and Manage Project Work 4.4 Manage Project Knowledge	4.5 Monitor and Control Project Work 4.6 Perform Integrated Change Control	4.7 Close Project or Phase
5. Project Scope Management		5.1 Plan Scope Management 5.2 Collect Requirements 5.3 Define Scope 5.4 Create WBS		5.5 Validate Scope 5.6 Control Scope	
6. Project Schedule Management		6.1 Plan Schedule Management 6.2 Define Activities 6.3 Sequence Activities 6.4 Estimate Activity Durations 6.5 Develop Schedule		6.6 Control Schedule	
7. Project Cost Management		7.1 Plan Cost Management 7.2 Estimate Costs 7.3 Determine Budget		7.4 Control Costs	
8. Project Quality Management		8.1 Plan Quality Management	8.2 Manage Quality	8.3 Control Quality	
9. Project Resource Management		9.1 Plan Resource Management 9.2 Estimate Activity Resources	9.3 Acquire Resources 9.4 Develop Team 9.5 Manage Team	9.6 Control Resources	
10. Project Communications Management		10.1 Plan Communications Management	10.2 Manage Communications	10.3 Monitor Communications	
11. Project Risk Management		11.1 Plan Risk Management 11.2 Identify Risks 11.3 Perform Qualitative Risk Analysis 11.4 Perform Quantitative Risk Analysis 11.5 Plan Risk Responses	11.6 Implement Risk Responses	11.7 Monitor Risks	
12. Project Procurement Management		12.1 Plan Procurement Management	12.2 Conduct Procurements	12.3 Control Procurements	
13. Project Stakeholder Management	13.1 Identify Stakeholders	13.2 Plan Stakeholder Engagement	13.3 Manage Stakeholder Engagement	13.4 Monitor Stakeholder Engagement	

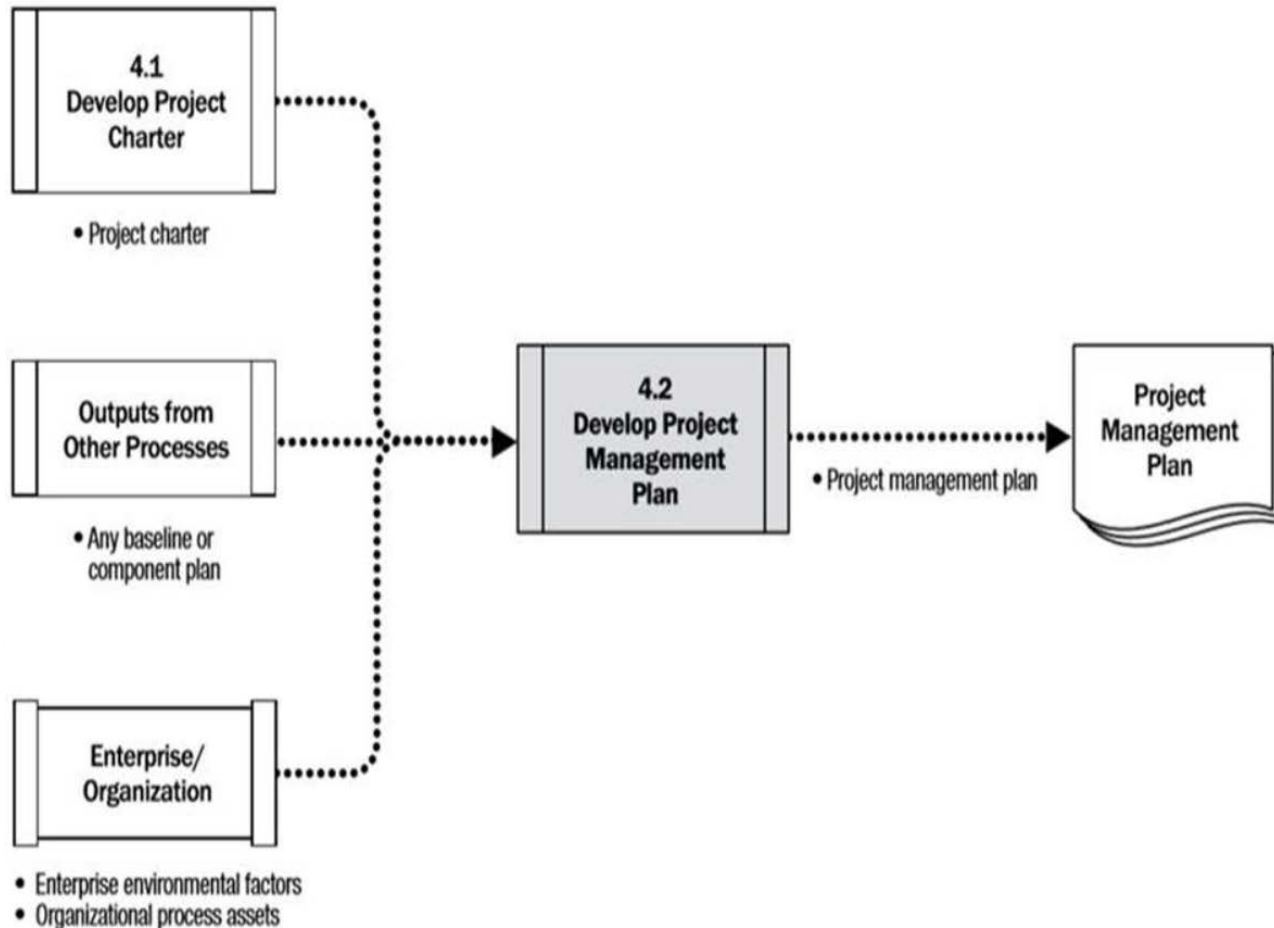
Key terms and concepts

- ❑ Develop project charter:
Data flow diagram



Key terms and concepts

❑ Develop project management plan: Data flow diagram



Key terms and concepts

❑ Integrated change control

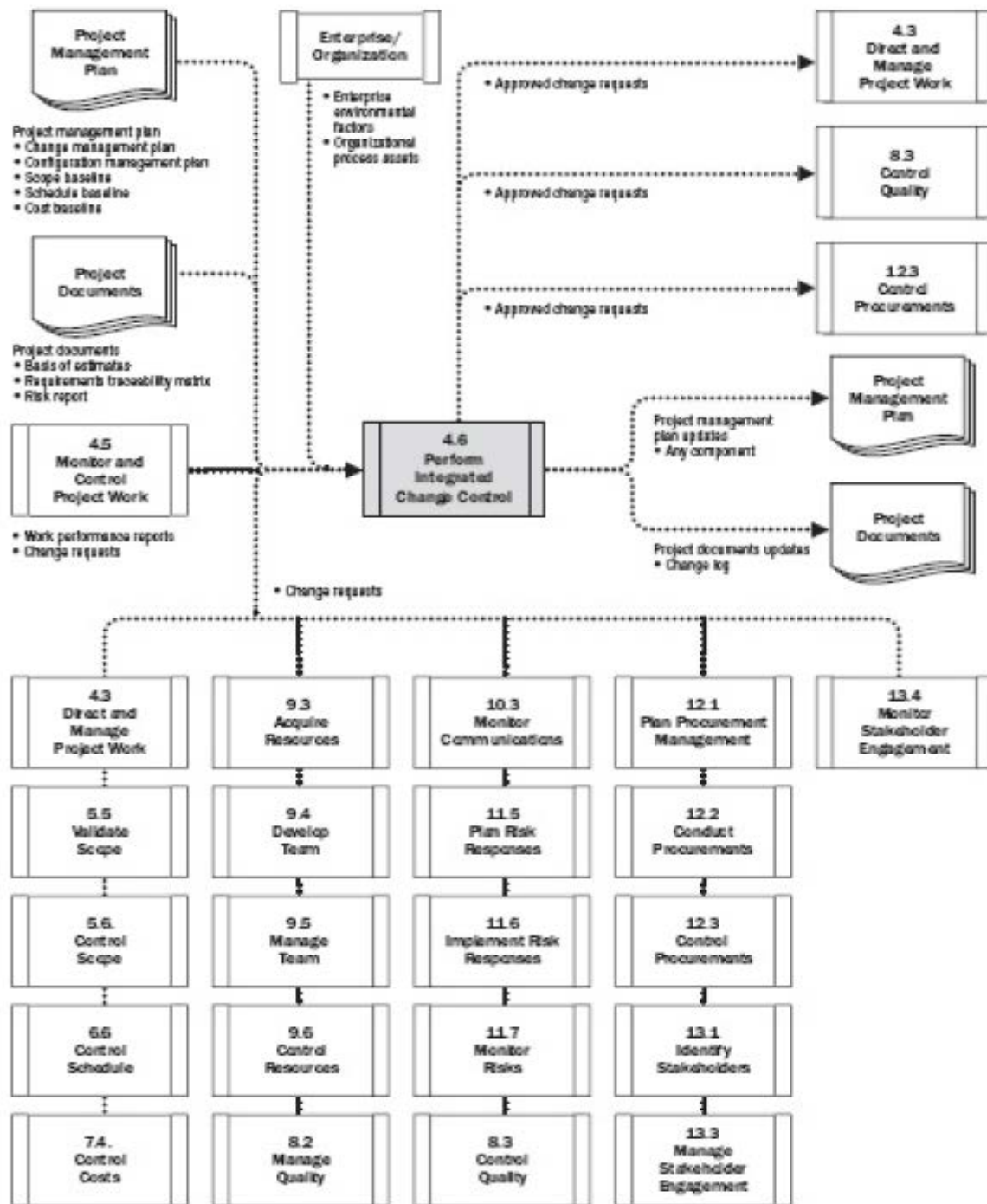


Project Change Management (Best Practice)

RT-043
1992 - 1994

- Publications: 5
- Presentations: 0
- Tools: 1

KA: Project & Program Management



Key terms and concepts

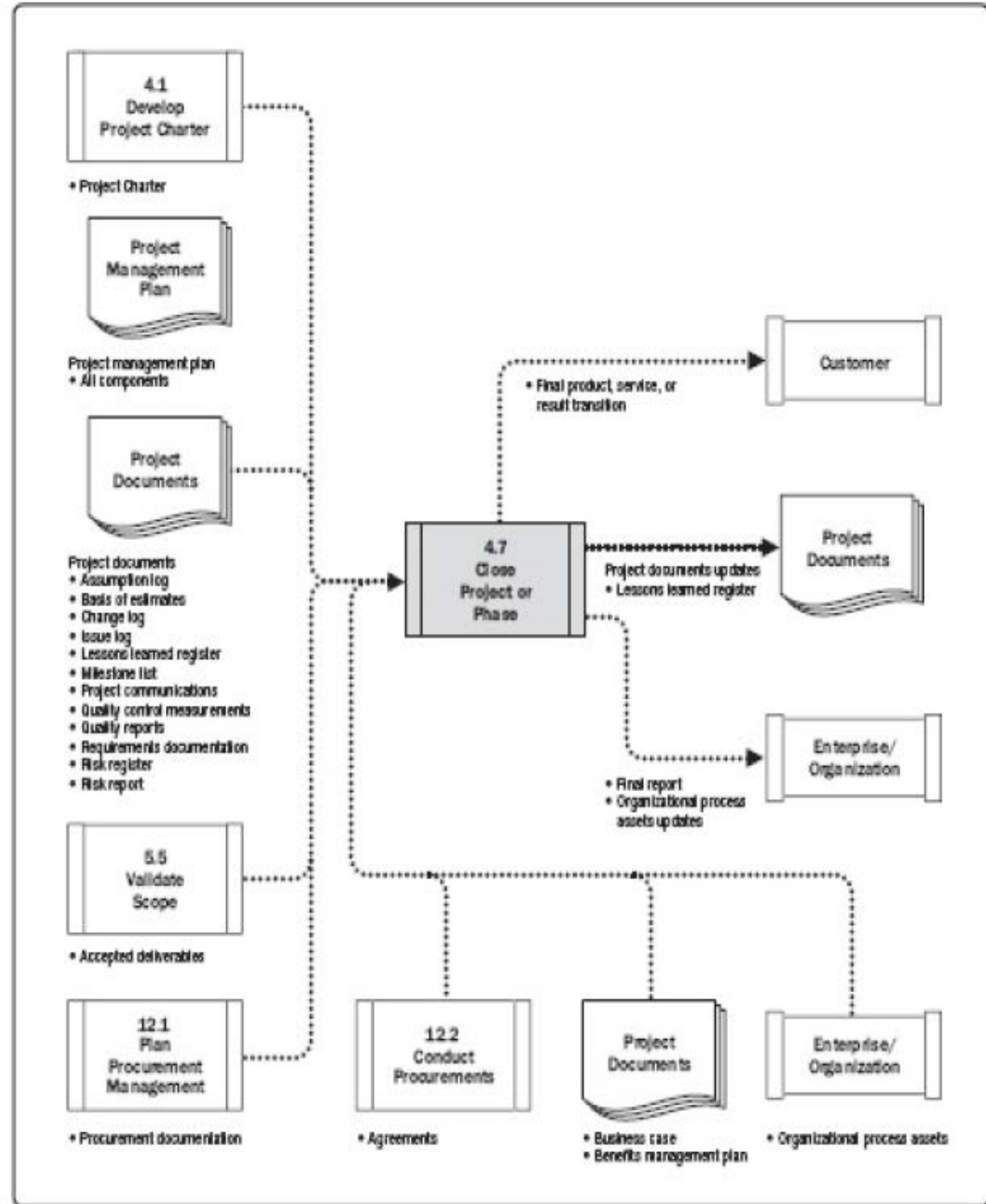
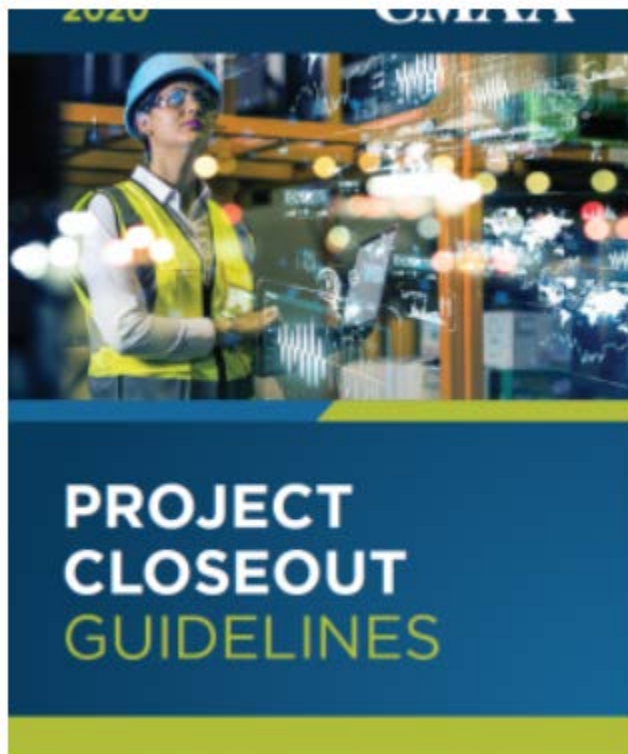
❑ Project management plan and project documents

Project Management Plan	Project Documents	
1. Scope management plan	1. Activity attributes	19. Quality control measurements
2. Requirements management plan	2. Activity list	20. Quality metrics
3. Schedule management plan	3. Assumption log	21. Quality report
4. Cost management plan	4. Basis of estimates	22. Requirements documentation
5. Quality management plan	5. Change log	23. Requirements traceability matrix
6. Resource management plan	6. Cost estimates	24. Resource breakdown structure
7. Communications management plan	7. Cost forecasts	25. Resource calendars
8. Risk management plan	8. Duration estimates	26. Resource requirements
9. Procurement management plan	9. Issue log	27. Risk register
10. Stakeholder engagement plan	10. Lessons learned register	28. Risk report
11. Change management plan	11. Milestone list	29. Schedule data
12. Configuration management plan	12. Physical resource assignments	30. Schedule forecasts
13. Scope baseline	13. Project calendars	31. Stakeholder register
14. Schedule baseline	14. Project communications	32. Team charter
15. Cost baseline	15. Project schedule	33. Test and evaluation documents
16. Performance measurement baseline	16. Project schedule network diagram	
17. Project life cycle description	17. Project scope statement	
18. Development approach	18. Project team assignments	

Do you see all documents related to construction industry?

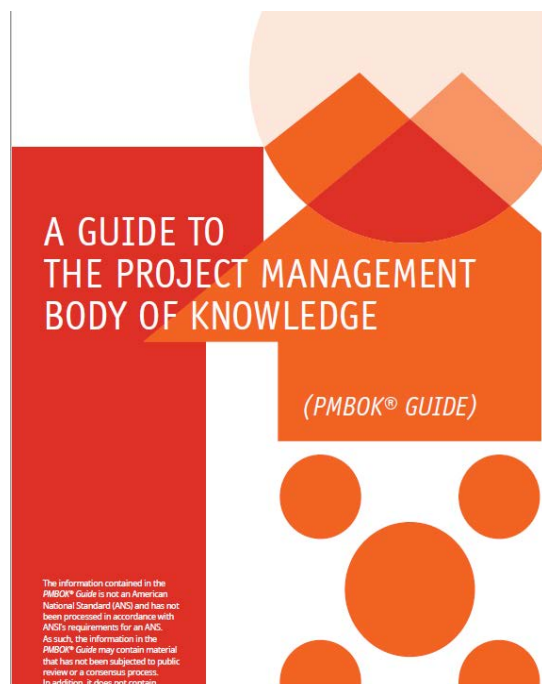
Key terms and concepts

❑ Close project or phase



A Guide To the Project Management Body of Knowledge

(7th Edition – Introduction)



Introduction

Project performance domains

Tailoring

Models, methods & artifacts

Let's see more detail!



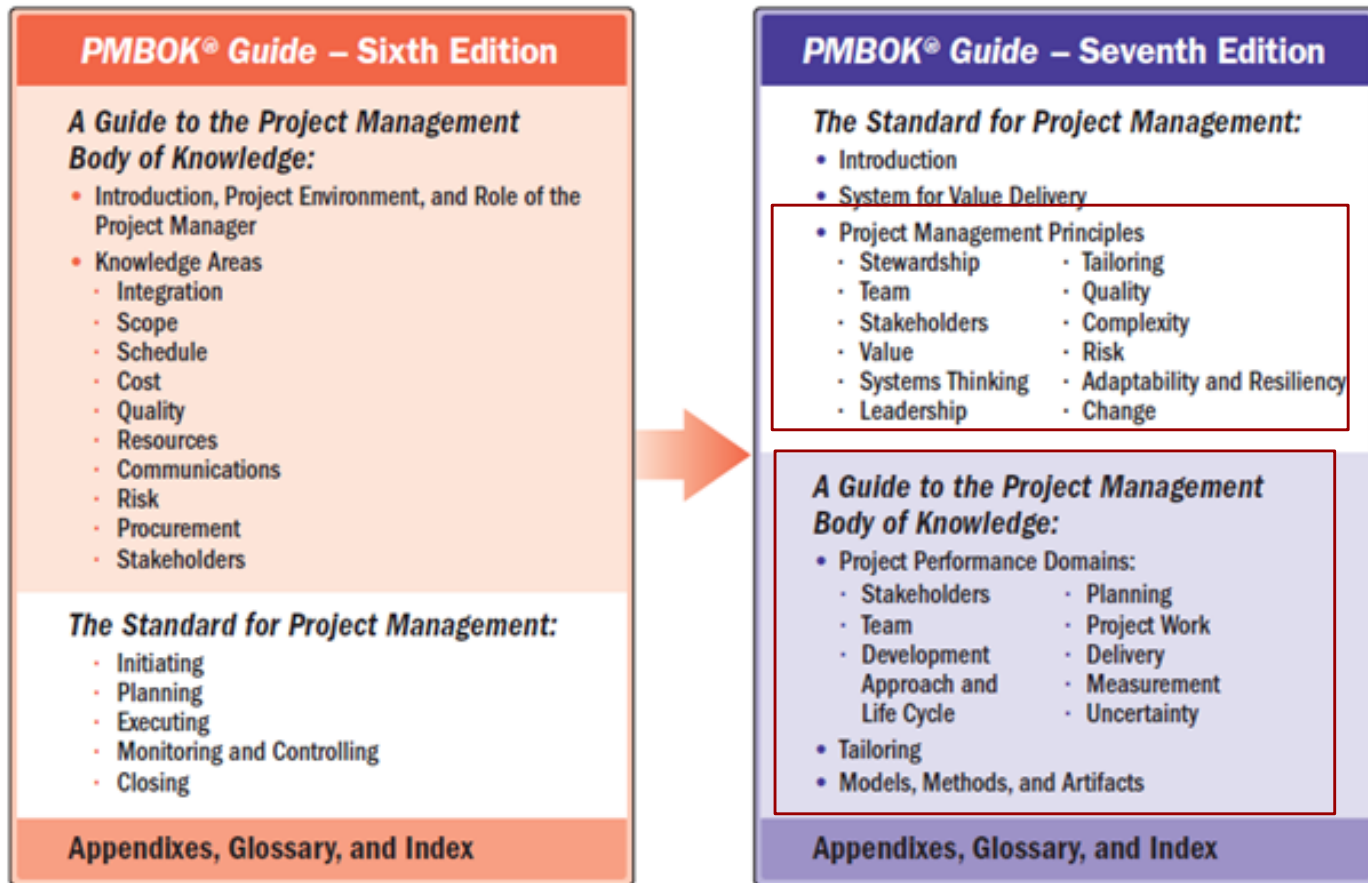
Introduction

❑ It describes

1. **Relationship** of the PMBOK® Guide to The Standard for Project Management
2. **Changes** to the PMBOK® Guide,
3. **Relationship** to PMIstandards+™ (PMI's digital platform for standards),
4. **Provides** a brief overview of the content.

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Relationship of the PMBOK Guide and the Standard



Let's see the relationship

Relationship of the PMBOK Guide and the Standard

- ❑ The principles for project management provide **guidance** for the behavior of **people** involved in projects
as they influence and shape the **performance domains** to produce the **intended outcomes**.
- ❑ While there is conceptual **overlap** between the principles and the performance domains,
the **principles** guide behavior,
while the **performance domains** present **broad areas** of focus in which to demonstrate that behavior.

Let's see the relationship

Relationship of the PMBOK Guide and the Standard

- ❑ Relationship between Project Management Principles and Project Performance Domains

Principles of Project Management			
Be a diligent, respectful, and caring steward	Create a collaborative team environment	Effectively engage with stakeholders	Focus on value
Recognize, evaluate, and respond to system interactions	Demonstrate leadership behaviors	Tailor based on context	Build quality into processes and deliverables
Navigate complexity	Optimize risk responses	Embrace adaptability and resiliency	Enable change to achieve the envisioned future state

Guide Behavior



Let's see changes to the PMBOK Guide!



Changes to the PMBOK guide

- ❑ This edition of the PMBOK® Guide focuses on **delivering outcomes** regardless of the **approach used** by the project team.
 - ❖ However, **project practitioners** using the PMBOK® Guide also benefit from some level of understanding of **how to deliver** projects.

How this version differs?

Changes to the PMBOK guide

- ❑ This edition is **very different** from the inputs, tools/techniques, and outputs (ITTOs) from **previous editions** of the PMBOK® Guide.
 - ❖ In the **previous editions**, the ITTOs supported implementation of various processes used in project management.
 - ❖ The **shift** from a process-based standard to one based on principles necessitates a **different approach for thinking** about the **various aspects** of project management.

Thus, the project performance domains represent a **group of related activities** that are *critical* for the *effective delivery* of project outcomes.
There are *eight project performance domains* in this guide.

How about tailoring?

Changes to the PMBOK guide

❑ **Tailoring** is the deliberate adaptation of the

1. Project management approach
2. Governance
3. Processes

to **make them more suitable** for the given environment and the work at hand.

❖ The **tailoring process** is **driven** by the guiding

1. Project management principles
2. Organizational values
3. Organizational culture

Let's see final conclusion of why this has changed

Changes to the PMBOK guide

- ❑ This edition of the PMBOK® Guide **recognizes** that
no publication can **capture** every tool, technique, or practice that project teams might use.
 - ❖ Therefore, this edition **presents** an array of **commonly used**
 1. Models
 2. Methods
 3. Artifactsthat **project practitioners** can use to **accomplish their work**.

What is the relationship between the **guide** and **PMI standards**?

Relationship to PMIstandards+

- ❑ Information in this guide is further elaborated on **PMIstandards+**, PMI's digital content platform.
- ❑ The **digital platform**
 - ❖ Encompasses **current and emerging practices** and **other useful information** related to PMI's **library of standards products**.
 - ❖ Includes **practical examples** of **application** within various contexts and industry segments.
 - ❖ Evolved in **response** to advances and changes in how **projects can be delivered**.
 - ❖ Offers a dynamic body of knowledge with real-time access and in-depth information that is **aligned to PMI standards** and carefully **vetted** by a panel of subject matter experts representing a **wide range of expertise**.

Construction Extension to the PMBOK Guide

(Introduction)

Why PMBOK Construction Extension?

- ❑ Project management and many of its practices originate from construction projects and formed the foundation of the **original 1987 document**, The Project Management Body of Knowledge.
- ❑ As such, many of the processes and practices within the Guide to the Project Management Body of Knowledge (PMBOK® Guide) are directly applicable to **construction projects**.
 - ❖ While the changes may **not be substantial**, there are **sufficient differences** from other industries and applications to **warrant an extension**.

Why PMI has decided **so late**?
Why PMI introduced a **new program** for construction industry?

What this **extension** describes?

Why PMBOK Construction Extension?

- ❑ This **Construction Extension** describes the **generally accepted principles** for construction projects that are **not common to all** general project types.
- ❑ The general organization scheme **follows the Knowledge Areas** from the PMBOK® Guide with the **exception** of specific processes.
- ❑ **Project management professionals** working in the construction industry (architecture, engineering, and construction [AEC]) and other closely related industries should use **both documents concurrently** in the execution of their responsibilities.

What are additional knowledge areas in Extension?

Context of the Construction Extension

- ❑ The Construction Extension introduces **two additional Knowledge Areas** that are **specific to construction projects**:

1. Project Health, Safety, Security, and Environmental (HSSE) Management (Section 14)
2. Project Financial Management (Section 15).

THIS IS NOT ACCURATE!

- ❑ In addition, Annex A1 on Managing Claims in Construction provides **supplemental information** to Section 12, Project Procurement Management.

This is NOT compatible with construction industry!

Let's see CMAA Standard again...



PMBOK Extension vs. CMAA Standard

- ☐ Introduction
- ☐ The construction project environment
- ☐ Project management in the construction industry: Overview and advancement
- ☐ Project integration management
- ☐ Project scope management
- ☐ Project schedule management
- ☐ Project cost management
- ☐ Project quality management
- ☐ Project resource management
- ☐ Project communications management
- ☐ Project risk management
- ☐ Project procurement management
- ☐ Project stakeholder management
- ☐ Project health, safety, security, and environment (HSSE) management
- ☐ Project financial management
- ☒ ANNEX A1 (Managing claims in construction)

1. Pre-Design
2. Design
3. Procurement
4. Construction
5. Post-Construction

- ☐ Code of professional conduct
- ☒ Professional construction management
- ☐ Project management
- ☐ Cost management
- ☐ Time management
- ☐ Quality management
- ☒ Contract administration
- ☐ Safety management
- ☒ Sustainability
- ☒ Technology management
- ☐ Risk management
- ☒ Program management (interesting part)
 - ❖ Stakeholder, PGMO, MIS, Scope, Procurement

Projects in construction

❑ Construction projects should **simultaneously address**

- ❖ Geography
- ❖ Site conditions
- ❖ Physical environments
- ❖ Existing infrastructure
- ❖ Wide range of stakeholder requirements
- ❖ Mix of team specialists and contractors
- ❖ One-of-a-kind product rather than mass-produced products
- ❖ No opportunity to produce a prototype
- ❖ Ever-changing, complex environment, and often with a high degree of a risk
- ❖ May be constructed in remote, sometimes hostile environments on the open seas, beneath the surface of the earth, and towering high into the sky
- ❖ Integration of disciplines as well as interaction with technology and sophisticated equipment that demand unique construction techniques and methods

Projects in construction

❑ Construction projects should **simultaneously address**

- ❖ Unique subcontracting arrangements
- ❖ Special financing
- ❖ Risk insurance
- ❖ Compressed schedule timelines
- ❖ Sustainable infrastructure
- ❖ Complex logistics
- ❖ Adaption to changing governmental regulations
- ❖ Internal/external constraints
- ❖ Competitive market environment
- ❖ Sophisticated relationship between buyers and sellers
- ❖ Large penalties or damages for delays (time-related damages)
- ❖ Complexity may not be immediately apparent when construction project begins
- ❖ More complex risk analysis needed

Projects in construction

❑ Construction projects should **simultaneously address**

- ❖ Navigating workflows across multiple project stakeholders expands complexity
- ❖ Different organizational systems
- ❖ Interfaces between components
- ❖ Large pieces of equipment in confined work spaces with multiple work crew
- ❖ Extensive detail of elements
- ❖ Public and environmental pressures are changing
- ❖ Etc.

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Projects in construction

❑ Construction projects should **simultaneously address**

- ❖ Navigating workflows across multiple project stakeholders expands complexity
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- ❖ Interfaces between components
- ❖ Large pieces of equipment in confined work spaces with multiple work crew
- ❖ Extensive detail of elements
- ❖ Public and environmental pressures are changing
- ❖ Etc.

This **Construction Extension** seeks to improve the efficiency and effectiveness of the management of construction projects and includes tools, techniques, procedures, processes, and lessons learned applicable to the construction industry.

What are the audiences of Extension?



Audience for this extension

- Construction managers and project managers;
 - Contractors;
 - Subcontractors;
 - Construction specialists, such as estimators, schedulers, cost engineers, project control analysts, and quantity surveyors;
 - Architects, designers, and engineers;
 - Regulatory agencies and governments;
 - Nongovernment organizations (NGO) and private enterprises;
 - Environmental groups;
 - Community groups;
 - Prospective homeowners;
 - Risk management specialists;
 - Geotechnical and hazardous material experts;
 - Real estate developers;
 - Construction material and equipment vendors and suppliers, and logistics and transportation specialists;
 - Construction consultants and attorneys;
 - Insurance, banking, and financial institutions;
 - Construction industry trades and professionals; and
 - Other stakeholders in the construction process, from land acquisition through design, construction, and occupancy.
- ذکر مطالب فوق تنها در صورت د

Relationships with project, program, and portfolio management for construction projects

- ❑ Different criteria to **classify projects** as small, medium, or large
 - ❖ Large projects > US \$1 billion = megaprojects
- ❑ Construction projects may be **independent from other projects** undertaken by organization

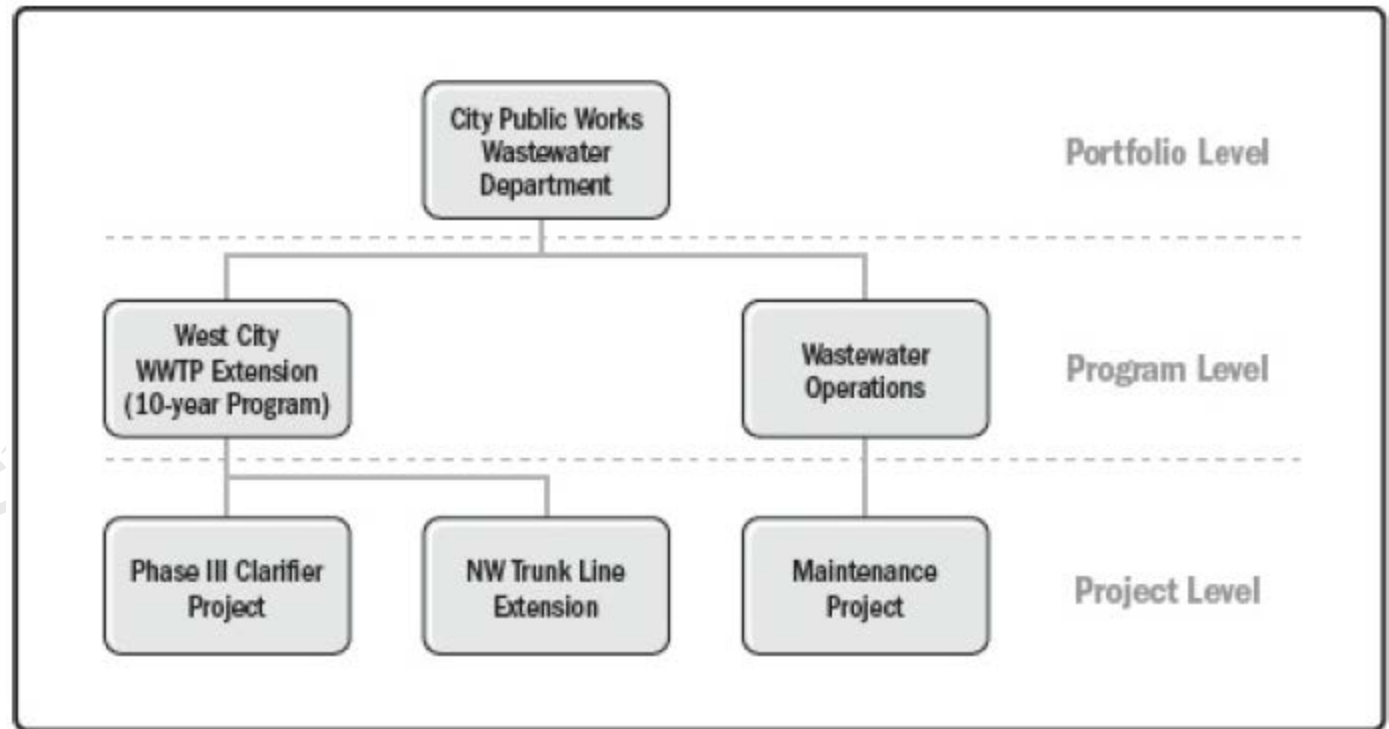


Figure 1-1. Public Agency Representation of Portfolio, Programs, and Projects



Relationships with project, program, and portfolio management for construction projects

- ❑ From an AEC perspective, entities may **describe** their portfolios as a specific division,

based on expertise, discipline of service, and geographical location.

- ❑ These arrangements can **vary widely** and are often **influenced by the different manner**

in which an organization generates financial value, supports public welfare, or operates in a geographical location or industrial segment environment.

Let's see this perspective from **strategic planning**!

Relationships with project, program, and portfolio management for construction projects

- ☐ It is common for an organization to **explore growth opportunities** by
 1. **Expanding** its **geographical reach**
 2. **Broadening** its **construction** or **design** services.

- ☐ One tactic would be the **buy-out of subsidiaries**
that possess similar disciplines or have experience
in a **certain market** or **geographic region**.

How about **PMO** in the construction industry?

Relationships with project, program, and portfolio management for construction projects

- ❑ The project management office (PMO) in the **construction industry** is mainly **focused** on maintaining internal consistency
in the management and execution of projects.
- ❑ The following practices **supplement the common PMO practices** that are especially important in construction:
 - ❖ Historical project records for **cost estimating and bidding**;
 - ❖ Occupational health, safety, security, and environmental management;
 - ❖ Quality assurance and third-party inspection for quality control;
 - ❖ Contract administration;
 - ❖ Subcontractor, vendor, and supplier management; and
 - ❖ Change order and claims management.

What are the role of **project manager** and expertise needed in **construction industry**?

The role of the project manager in construction and special areas of expertise

- ❑ Understanding and applying the knowledge, skills, tools, and techniques that are **generally recognized as good practices**

is **not sufficient** for effective construction project management.

Let's review:

1. The role of PM in construction
2. Special areas of expertise needed

Role of the project manager in construction

- ☐ **No difference** whether this position resides with contractor (seller) or owner (buyer)
- ☐ Understanding **evolving** contractual and human interdependencies in executing
- ☐ Team building and stakeholder management
- ☐ Planning
- ☐ Preconstruction preparation
- ☐ Communication and contract administration
- ☐ Adaptive and possess a wide range base in construction advancements
 - ❖ Leading
 - ❖ Communicating
 - ❖ Negotiating
 - ❖ Problem solving

This is very introductory!

Special areas of expertise

❑ Expertise throughout the **entire project**

- ❖ For example, **design development** is correlated with value planning, budgeting, scheduling, and risk; procurement of contractor services; job site labor disciplines; constructability techniques; and dispute resolution through **final closeout**.

Do you remember the definition of CMAA?

A professional construction manager manages the entire project and program with pre-planning, design, construction, close out, and management expertise that can assure the best possible project outcome no matter what type of project delivery method is used.

Special areas of expertise

❑ Other knowledge:

- ❖ Health, safety, and environmental policies
- ❖ Laws and regulations of the jurisdictional authority
- ❖ Contract administration
- ❖ Public relations
- ❖ Sensitivity and responsiveness to environmental and community concerns as well as government-mandated regulations and government-sponsored business development programs
- ❖ Understanding international and local rules and codes, customs, and cultural differences

Let's see the document provided by CMAA



Special areas of expertise



Advancing Professional
Construction and Program
Management Worldwide

CONSTRUCTION MANAGEMENT CORE COMPETENCIES

A Guide to the Construction Management Core Competencies and their Body of Knowledge

CM PROFESSIONAL PRACTICE	1
CM PROJECT MANAGEMENT	4
COST MANAGEMENT	7
TIME MANAGEMENT	9
QUALITY MANAGEMENT	10
CONTRACT ADMINISTRATION	12
SAFETY MANAGEMENT	15

CM Core Competencies

Special areas of expertise

**Which document PMI believes
should be used?**

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Special areas of expertise

- ❑ This Construction Extension reflects the **general structure of the PMBOK® Guide**.
- ❑ Whereas the **PMBOK® Guide** describes the inputs, tools and techniques, and outputs of each project management process,
the **Construction Extension** **only describes** the primary Knowledge Area and its alignment with the Process Groups.

How about **other standards**?

- ❑ There are **thousands of industry consensus standards** and model codes propagated by industry associations.
- ❑ End user (owner) should define and provide a **list applicable standards** based on the construction project.
- ❑ Project managers in construction should ensure that **each trade is sufficiently knowledgeable** in its specific trade standards.

Construction Extension to the PMBOK Guide

(Advances and Societal Influences in Construction Project Management)

❑ The **construction industry** is evolving due to advances in

1. Technology
2. Management techniques
3. Project delivery methods

Let's see what PMBOK Extension has said.

- 1. Advances**
- 2. Societal influences in Construction**

❑ The **following advances** in the construction industry are **not necessarily new**, but their use is **becoming more prevalent**.

1. Technology
2. Building Information Modeling (BIM)
3. Modern Methods of Construction
4. IPD, Lean, and Agile

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Advances – Technology

❑ The following are a **few examples** of new technology:

- Machines equipped with geospatial positioning, sensing, and measurement equipment that offer real-time data for machine diagnostics, real-time work progress monitoring, and project site security.
- Sensors monitor embankments to predict landslides, measure structural deformation in nuclear facilities, and predict failure in tunnels and bridges.
- Centralized web-based and cloud-based construction document management systems monitor all data exchanges and ensure the effective flow of information.
- Construction collaboration technologies (CCT) software that enables geographically dispersed, fragmented, multidisciplinary, and multiorganizational project team members to share data through central repositories.
- Mobile technology (e.g., data-capable mobile, portable, and connected hardware, and wireless networks) and mobile apps facilitate project team connectivity by providing two-way access to real-time project information.
- 3-D printing technologies that create faster and more accurate three-dimensional components for use in the construction process. Through 3-D printing labor costs and waste can be reduced, and dangerous—not suitable for human workforce—environment construction can be undertaken.
- Unmanned aerial vehicles (UAVs) or drone technology equipped with high-

Advances – BIM

❑ Building information modeling (BIM) is an **information-based system** of processes involving

generation and management of **digital representations** of

physical and functional characteristics of construction projects

1. Creating **long-term value**
2. Enhancing the possibility of **innovation**

Advances – Modern methods of construction

- ☐ Prefabrication and modularization
- ☐ Quality and safety
- ☐ Used by **owners** to reduce costs and compress schedules by transferring expensive onsite labor to offsite facilities and building in-house under a controlled environment.

Do you know Lean Project Delivery System (LPDS)?

Advances – IPD, Lean, and Agile

- ❑ Integrated project delivery (IPD) is a collaborative approach for **design** and **construction**.
- ❑ The vision of IPD is a project team that is **not partitioned** by economic self-interest or contractual silos of responsibility,
but rather is a **collection of key stakeholders**—primarily owner, architect, and contractor—with a **mutual responsibility** to help one another **meet an owner's goals** of maximizing efficiency through **all project phases**.
- ❑ IPD is quickly moving toward the preferred practice for project **cost efficiency** and is further enhanced by the **incorporation of BIM**.

How about lean and agile?

Advances – IPD, Lean, and Agile

- ❑ Both create **cost** and **time** efficiencies with
 - ❖ Tools and materials
 - ❖ Construction operation sequencing
 - ❖ Safer job site

- ❑ The **goals** of lean construction are to
 - ❖ **Minimize waste** on site,
 - ❖ Keep **work flowing** so that construction crews are always productive,
 - ❖ **Reduce inventory** of materials and fixtures,
 - ❖ **Reduce costs** by adaptive, efficient processes.

- ❑ Agile management approaches when applied to **construction projects** offer **additional abilities** to deal with change.

Advances – IPD, Lean, and Agile

Do you think **CMAA Program Management**
Guideline has said the same thing?



Advances – IPD, Lean, and Agile: CMAA

- ☐ Setting attitudes
- ☐ Agile contracts
- ☐ Communication and key decision-making
- ☐ Triage strategy
- ☐ Defined outcomes
- ☐ Daily decision-making
- ☐ Recoverable and unrecoverable decisions
- ☐ The last responsible moment
- ☐ Current working assumptions
- ☐ Agile scheduling
- ☐ Master milestone schedules
- ☐ Detailed CPM schedules
- ☐ The six-week rolling wave
- ☐ Push and pull

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Advances – IPD, Lean, and Agile

Setting Attitudes

Good people take pride in their work and are frustrated when their efforts are discarded. People vent emotions and mutter comments like: *Why couldn't they have thought of that sooner?* Then frustration slows the process of adapting to the change.

The team needs to recognize that change is inevitable and resist frustration when it comes.

Detailed CPM Schedules

There are many acceptable paths between these milestones. As the project progresses, the architects, engineers, CM, subcontractors and manufacturers develop their own detailed schedules. The major milestones in these schedules mark where packages of information are exchanged, approvals given or work products delivered. The PM's job is then to negotiate an integration of these schedules, match the touch points, structure a path between milestones, keep the schedule current and build confidence that events will occur as planned. As the project develops, the PM gains insight and information and the level of detail will increase.

The more detailed a schedule is, the more wrong it will be.

Will you learn at the last level of ACEMI Roadmap

Advances – IPD, Lean, and Agile: CMAA

مهارت‌های سخت (Hard Skills) - سطح کارشناسی و اجرایی					
ارائه گواهینامه حضور بر اساس حضور بیش از ۶۰ درصد در دوره و گواهینامه حرفه‌ای بر اساس قبولی در آزمون برای هر دوره					
سطح ۵	سطح ۴	سطح ۳	سطح ۲	سطح ۱	دپارتمان
	استاندارد مدیریت ساخت CMAA	متدولوژی Prince2	راهنمای PMBOK		مدیریت پروژه
	تامین مالی پروژه			مدیریت مالی و هزینه پروژه ارزیابی اقتصادی پروژه	مدیریت مالی و هزینه
				برنامه‌ریزی و کنترل پروژه نرم‌افزار MSP نرم‌افزار Primavera	مدیریت برنامه‌ریزی و زمان‌بندی
		مدیریت کیفیت پروژه			مدیریت کیفیت
اجرای پروژه به روش CM			مدیریت ادعاء و اختلافات	آنالیز تاخیرات پروژه	مدیریت قرارداد
		مدیریت ایمنی پروژه			مدیریت ایمنی
مدیریت طرح		مدیریت چابک Agile	مدیریت پروژه به روش Lean دفتر مدیریت پروژه PMO		مدیریت طرح و برنامه
		مدیریت پایداری پروژه			مدیریت پایداری
			مدیریت ریسک پروژه		مدیریت ریسک
			نرم‌افزار Power BI	مدیریت اسناد و مدارک پروژه	مدیریت اطلاعات
	مدیریت BIM در پروژه		نرم‌افزارهای BIM		مدلسازی اطلاعات ساختمان (BIM)

Societal influences in construction

❑ The **construction industry** is dealing with **many challenges** that may have **long-term impacts** on the well-being of the industry.

❖ The following are a few examples:

1. Sustainability and social responsibility
2. Skilled human resources
3. Global regional recessions (Global economies)
4. Global markets and future projects
5. Ethics

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Societal influences in construction – Ethics

ساخت

Will have an interesting course about this in ACEMI Roadmap

1- Case 1. Where the Green Grass Grows

Facts: Ralph Horn was an engineer working for the Gamma Group, a national specialized engineering firm with headquarters in Boston and branch offices in Winston-Salem, New Orleans, Chicago, Salt Lake City, Boise and Seattle. He had started working for the firm in their Chicago office immediately after receiving his MS degree in engineering from a noted midwestern university in 1982. His wife, Karla, also started her career in financial computing systems about the same time. Ralph was a diligent worker, and handled most of the projects to which he was assigned efficiently, producing technically excellent reports and designs. As a result, by 1991 he advanced to a project manager position in the firm and was considered to be one of the office's most valuable employees by the firm's president, Dirk Wheeler.

In 1994, Ralph's wife, Karla, decided that her career had stagnated and after searching around, found a much more attractive position paying almost twice her present salary in Omaha, Nebraska. She accepted the position and Ralph was forced to make a career move himself if he planned to preserve their marriage. Since his firm did not have an office near Omaha, he approached his manager and together they made a proposal to the firm's president, Dirk Wheeler, to open a small branch office in Omaha under Ralph's management.

The proposal was accepted and the Omaha branch was set up. By 1996 that office had 18 employees, including 10 engineers, two CADD operators, three technicians, a secretary/receptionist, a bookkeeper and Ralph, who was the principal engineer and branch manager. The business was reasonably profitable and Ralph had attracted several substantial clients. In addition, the work forecast for the future, estimated to be on the order of \$1.3 million, looked most promising. At that point Ralph was approached by Dirk Wheeler, who had been suddenly fired by the Gamma Group in 1995 for attempting to sell the entire

Societal influences in construction – Ethics

مهارت‌های سخت (Hard Skills) - سطح ارشد استراتژی					
ارائه گواهینامه حضور بر اساس حضور بیش از ۶۰ درصد در دوره					
سطح ۵	سطح ۴	سطح ۳	سطح ۲	سطح ۱	دپارتمان
		منشور اخلاق در مدیریت پروژه			مدیریت پروژه
			استراتژی مدیریت هزینه و مهندسی ارزش		مدیریت مالی و هزینه
			استراتژی مدیریت برنامه‌ریزی و زمان‌بندی		مدیریت برنامه‌ریزی و زمان‌بندی
	استراتژی مدیریت کیفیت				مدیریت کیفیت
		استراتژی مدیریت قرارداد		اصول مدیریت ساخت	مدیریت قرارداد
	استراتژی مدیریت ایمنی				مدیریت ایمنی
استراتژی مدیریت طرح و برنامه					مدیریت طرح و برنامه
	استراتژی مدیریت پایداری				مدیریت پایداری
		استراتژی مدیریت ریسک			مدیریت ریسک
		استراتژی مدیریت اطلاعات			مدیریت اطلاعات
استراتژی مدیریت BIM					مدلسازی اطلاعات ساختمان (BIM)



مدیریت پروژه بر اساس PMBOK به همراه الحاقیه ساخت (ویرایش هفتم)

بخش چهارم:

بررسی تفصیلی راهنمای پیکره دانش مدیریت پروژه PMBOK + الحاقیه ساخت

ارائه دهندگان:

سید محمدرضا علوی پور

(PhD, PMP, CMIT)

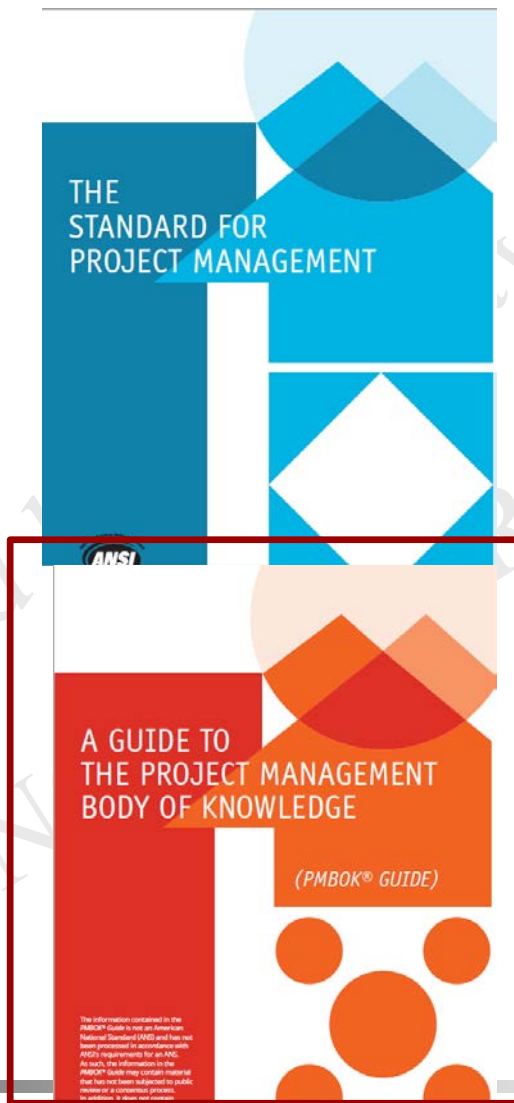
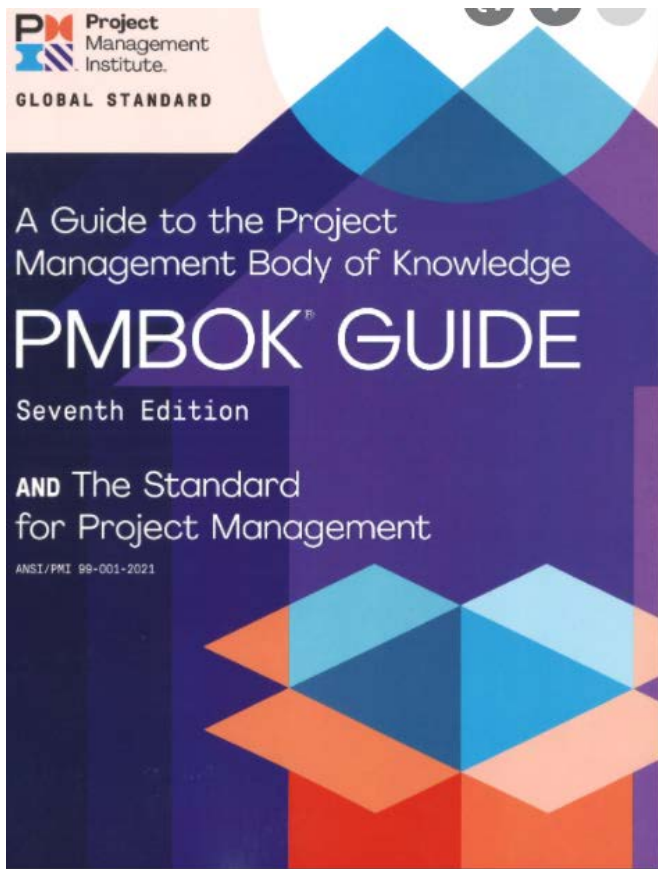
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What we will learn?

- ❑ Introduction
- ❑ A Guide To the Project Management Body of Knowledge
 - ❖ 7th Edition – Project Performance Domains
 - ❖ Domain 1 (7th edition + PMBOK Construction Extension)
 - ❖ Domain 2 (7th edition + PMBOK Construction Extension)
 - ❖ Domain 3 (7th edition + PMBOK Construction Extension)
 - ❖ Domain 4 (7th edition + PMBOK Construction Extension)
 - ❖ Domain 5 (7th edition + PMBOK Construction Extension)
 - ❖ Domain 6 (7th edition + PMBOK Construction Extension)
 - ❖ Domain 7 (7th edition + PMBOK Construction Extension)
 - ❖ Domain 8 (7th edition + PMBOK Construction Extension)

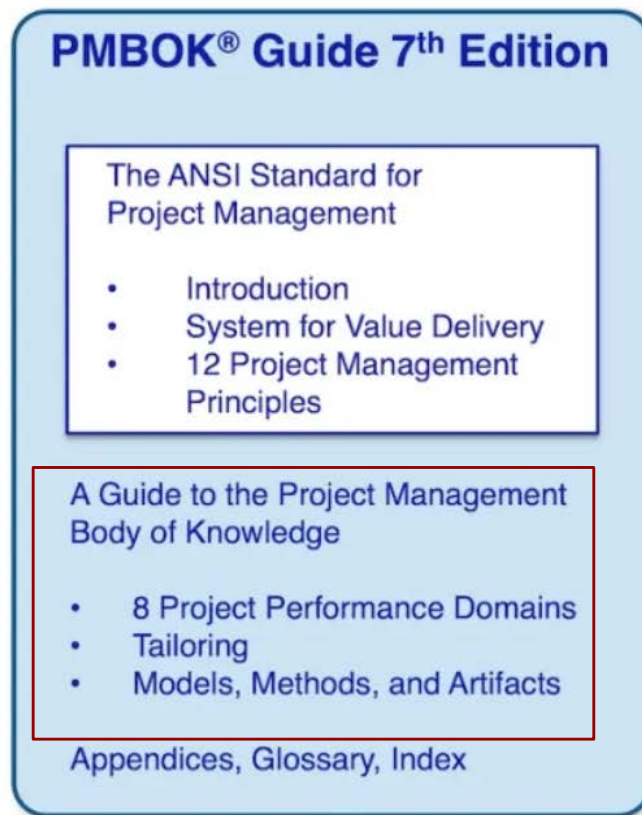
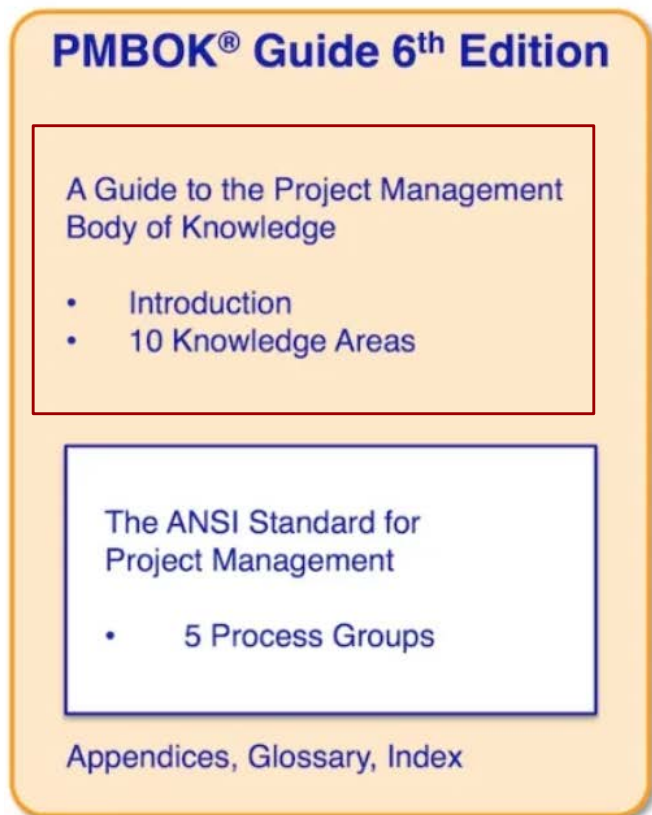
Introduction

A guide to the project management body of knowledge in PMBOK 7th Edition



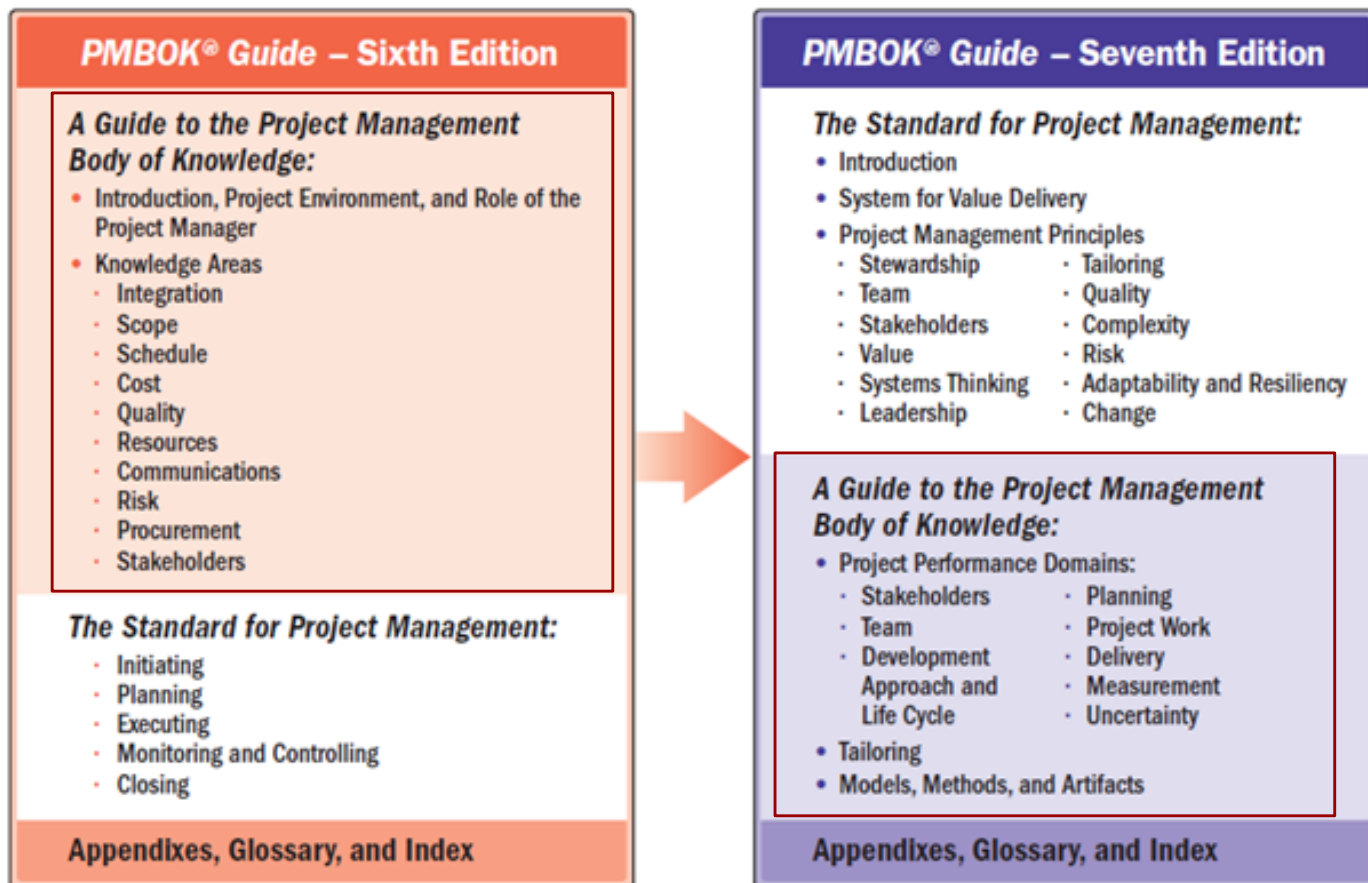
What is the difference with 6th Edition?

A guide to the project management body of knowledge in PMBOK 6th vs. 7th



Let's see more detail!

A guide to the project management body of knowledge in PMBOK 6th vs. 7th



A Guide To the Project Management Body of Knowledge

(7th Edition – Project Performance Domains)

Project performance domains

- ❑ A **project performance domain** is a **group** of related activities that are critical for the **effective delivery** of project outcomes.
- ❑ Project performance domains are interactive, interrelated, and interdependent areas of focus that work in **unison** to achieve **desired project outcomes**.

Let's see some points!



Project performance domains

- ☐ Run concurrently
- ☐ They overlap and interconnect
- ☐ Their relations are different for each project
- ☐ They are present in every project
- ☐ Specific activities undertaken within each of the performance domains are determined by
 - ❖ Organization
 - ❖ Project
 - ❖ Deliverables
 - ❖ Project team
 - ❖ Stakeholders
 - ❖ Other factors

A Guide To the Project Management Body of Knowledge

(Domain 1: Stakeholder Performance Domain)

Project performance domains



Stakeholder performance domain

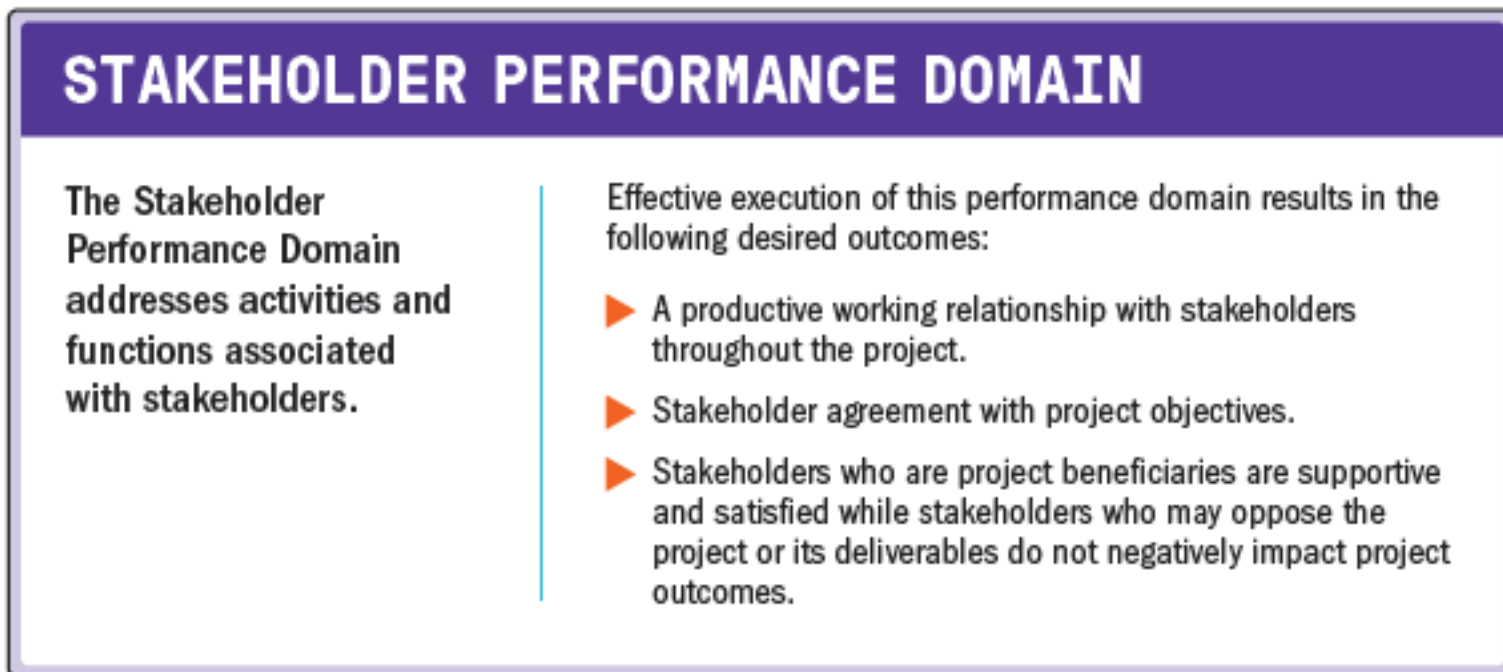


Figure 2-1. Stakeholder Performance Domain

**What is the difference between
stakeholder and stakeholder analysis?**

Stakeholder performance domain

What is the difference between
stakeholder and stakeholder analysis?

The following definitions are relevant to the Stakeholder Performance Domain:

Stakeholder. An individual, group, or organization that may affect, be affected by, or perceive itself to be affected by a decision, activity, or outcome of a project, program, or portfolio.

Stakeholder Analysis. A method of systematically gathering and analyzing quantitative and qualitative information to determine whose interests should be taken into account throughout the project.

Let's see an example

Stakeholder performance domain – Example



Figure 2-2. Examples of Project Stakeholders



Stakeholder performance domain

□ We will talk about the following in this section:

1. Stakeholder engagement
2. Interactions with other performance domains
3. Checking results

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Stakeholder performance domain

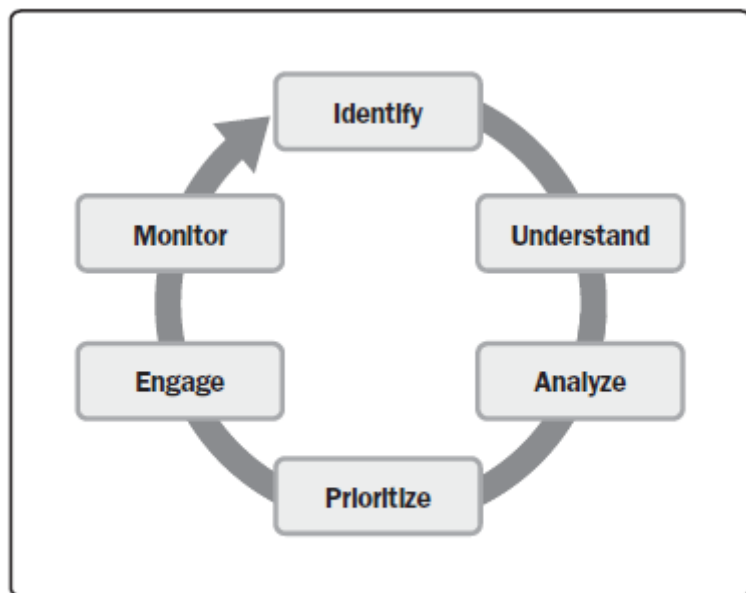
❑ We will talk about the following in this section:

1. Stakeholder engagement
2. Interactions with other performance domains
3. Checking results

How to engage them?

Stakeholder performance domain – Stakeholder engagement

- ❑ Stakeholder engagement includes
 - implementing strategies and actions
 - to promote **productive involvement** of stakeholders.
- ❑ Stakeholder engagement activities
 - start** before or when the **project starts** and
 - continue** throughout the project.

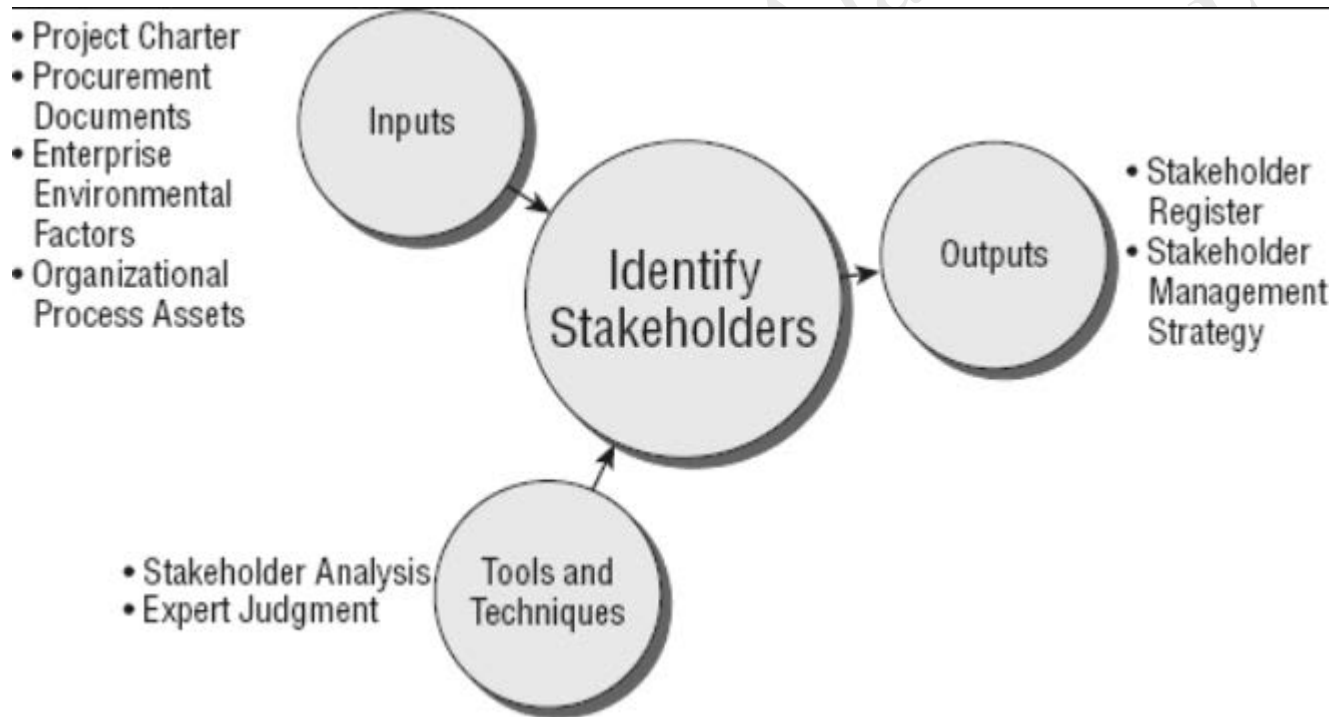


Let's look at each of them!

Figure 2-3. Navigating Effective Stakeholder Engagement

Stakeholder performance domain – Stakeholder engagement: Identify

- ☐ May be carried out **prior to forming** the project team
- ☐ Detailed identification is a **continuous process**



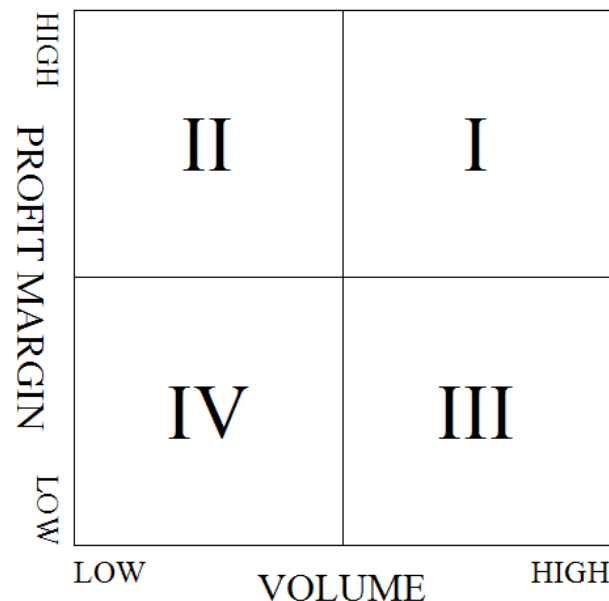
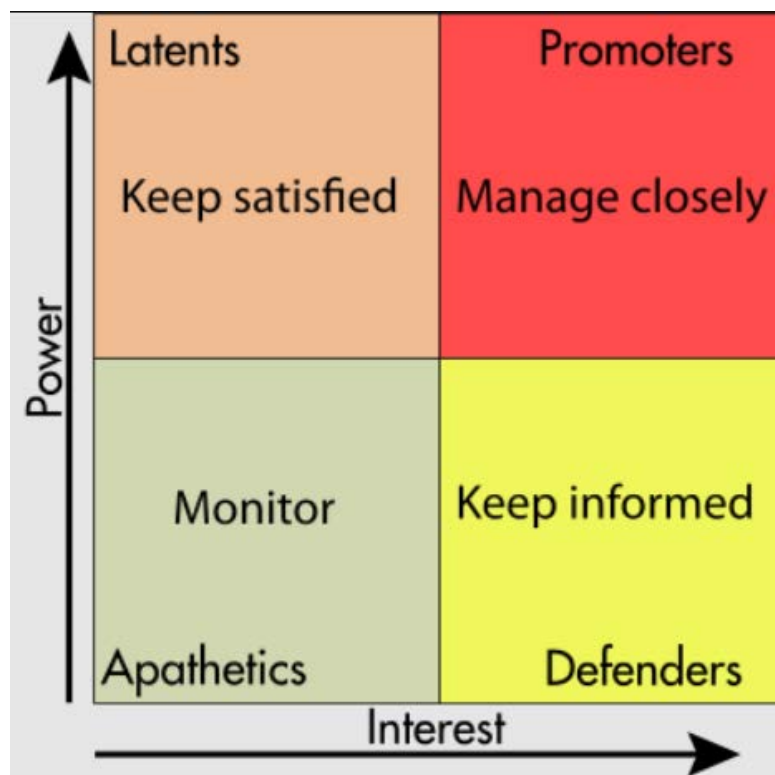
Stakeholder performance domain – Stakeholder engagement: Understand and analyze

- ❑ Understand their feelings, emotions, beliefs, and values
 - ❖ These elements lead to additional threats or opportunities for project outcomes
- ❑ Analyze:
 - ▶ Power,
 - ▶ Impact,
 - ▶ Attitude,
 - ▶ Beliefs,
 - ▶ Expectations,
 - ▶ Degree of influence,
 - ▶ Proximity to the project,
 - ▶ Interest in the project, and
 - ▶ Other aspects surrounding stakeholder interaction with the project.

**Don't forget to analyze their
interaction between each other**

Stakeholder performance domain – Stakeholder engagement: Prioritize

- ❑ Most power and interest one way to prioritize
- ❑ May need to reprioritize based on new stakeholders or evolving changes



Stakeholder performance domain – Stakeholder engagement: Engage



Stakeholder performance domain – Stakeholder engagement: Engage

☐ Working collaboratively with stakeholder to

- ❖ Introduce the project
- ❖ Elicit their requirements
- ❖ Manage expectations
- ❖ Resolve issues
- ❖ Negotiate
- ❖ Prioritize
- ❖ Problem solve
- ❖ Make decisions

What types of communication?

Stakeholder performance domain – Stakeholder engagement: Engage

Table 2-1. Types of Communication

Type	Formal	Informal
Verbal	Presentations Project reviews Briefings Product demos Brainstorming	Conversations Ad hoc discussions
Written	Progress reports Project documents Business case	Brief notes Email Instant messaging/texting Social media

Compare this with IQ, EQ, VQ course!

What methods could we use?

Stakeholder performance domain – Stakeholder engagement: Engage

Communication methods include push, pull, and interactive communication:

- ▶ **Push.** Communication sent to stakeholders such as memos, emails, status reports, voice mail, and so forth. Push communication is used for one-way communications with individual stakeholders or groups of stakeholders. Push communication inhibits the ability to immediately gauge reaction and assess understanding; therefore, it should be used deliberately.
- ▶ **Pull.** Information sought by the stakeholder, such as a project team member going to an intranet to find communication policies or templates, running internet searches, and using online repositories. Pulling information is used for indirect sensing of stakeholder concerns.

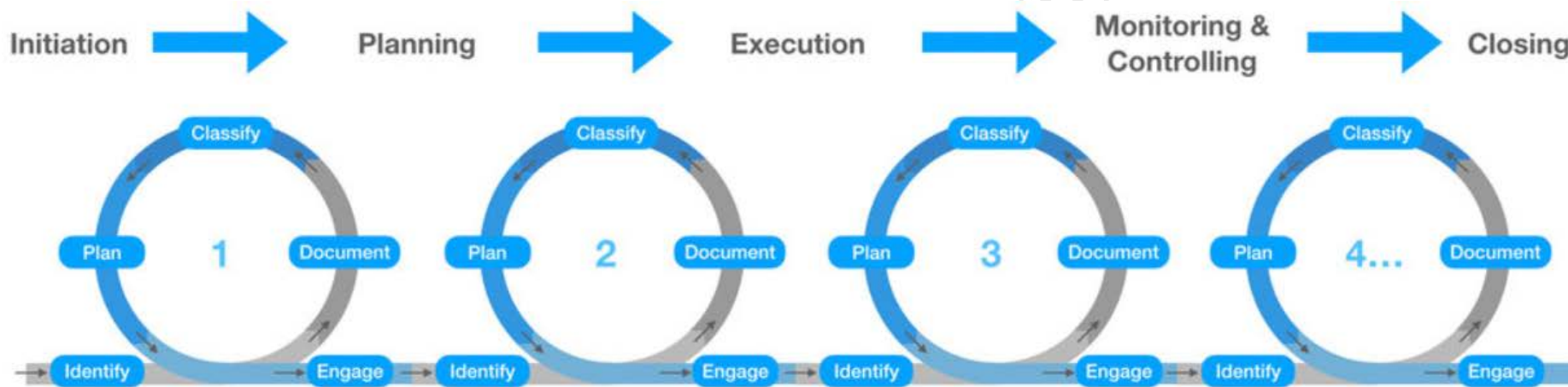
Engagement goes **deeper than pushing or pulling communication.**

Engagement is interactive.

It includes an **exchange of information** with one or more stakeholders such as conversations, phone calls, meetings, brainstorming, product demos, and the like.

Stakeholder performance domain – Stakeholder engagement: Monitor

- ❑ **Change** as new stakeholders are **identified**
- ❑ As the **project progresses**, the attitude or power of some stakeholders **may change**.



Stakeholder Management is an Iterative Process Throughout the Lifecycle of the Project

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Stakeholder performance domain – Stakeholder engagement: Monitor

- Assess as whether the **current engagement strategy** is effective or if it needs to be adjusted.

The **amount of effectiveness** of stakeholder engagement is **monitored**.

Stakeholder Engagement Assessment Matrix

Stakeholder	Unaware	Resistant	Neutral	Supportive	Leading
Stakeholder 1	C			D	
Stakeholder 2			C	D	
Stakeholder 3				CD	

C = current engagement

D = desired engagement

Stakeholder performance domain – Stakeholder engagement: Monitor

❑ Assess the **degree** of stakeholder **satisfaction**

❖ By having a **conversation** with them about

1. Project deliverables
2. Overall project management



Stakeholder performance domain

□ We will talk about the following in this section:

1. Stakeholder engagement
2. Interactions with other performance domains
3. Checking results

How this part **interacts** with other performance domains?

Stakeholder performance domain – Interactions with other performance domains

- ☐ **Permeate** all aspects of the project
- ☐ **Defined** and **prioritize** the requirements and scope for the project team
- ☐ **Acceptance** and **quality** criteria
- ☐ Outcomes
- ☐ Some assist in lowering the amount of uncertainty while others cause increase
 - ❖ *Stakeholders such as customers, senior management, project management office leads, or program managers will focus on measures of performance for the project and its deliverables.*

What are **checking results**?

Stakeholder performance domain

□ We will talk about the following in this section:

1. Stakeholder engagement
2. Interactions with other performance domains
3. Checking results

What are **checking results**?

Stakeholder performance domain – Checking results

Table 2-2. Checking Outcomes—Stakeholder Performance Domain

Outcome	Check
A productive working relationship with stakeholders throughout the project	Productive working relationships with stakeholders can be observed. However, the movement of stakeholders along a continuum of engagement can indicate the relative level of satisfaction with the project.
Stakeholder agreement with project objectives	A significant number of changes or modifications to the project and product requirements in addition to the scope may indicate stakeholders are not engaged or aligned with the project objectives.
Stakeholders who are project beneficiaries are supportive and satisfied; stakeholders who may oppose the project or its deliverables do not negatively impact project results	Stakeholder behavior can indicate whether project beneficiaries are satisfied and supportive of the project or whether they oppose it. Surveys, interviews, and focus groups are also effective ways to determine if stakeholders are satisfied and supportive or if they oppose the project and its deliverables. A review of the project issue register and risk register can identify challenges associated with individual stakeholders.

(Domain 1: Stakeholder Performance Domain)

Construction Extension to the PMBOK Guide
(Project Stakeholder Management)

Stakeholder management in construction

- ☐ Owner, GC, and AE are the primary stakeholders
- ☐ Other stakeholders:
 - The owner typically mobilizes the following stakeholders:
 - Financing institutions;
 - Professional designers and technical consultants, architects, and engineers;
 - Agency construction manager (CM), CM at-fee, or CM at-risk;
 - Inspection third parties;
 - Licensors of proprietary technology and process engineers;
 - Lawyers and external legal advisors;
 - Insurance companies; and
 - Administrative and regulatory organizations.

Stakeholder management in construction

- ❑ Owner, GC, and AE are the primary stakeholders
- ❑ Other stakeholders:
 - The contractor typically mobilizes the following stakeholders:
 - Subcontractors,
 - Lawyers and external legal advisors,
 - Insurance companies, and
 - Equipment and material suppliers.

What is a typical overview of stakeholder relationships in construction projects?

Stakeholder management in construction

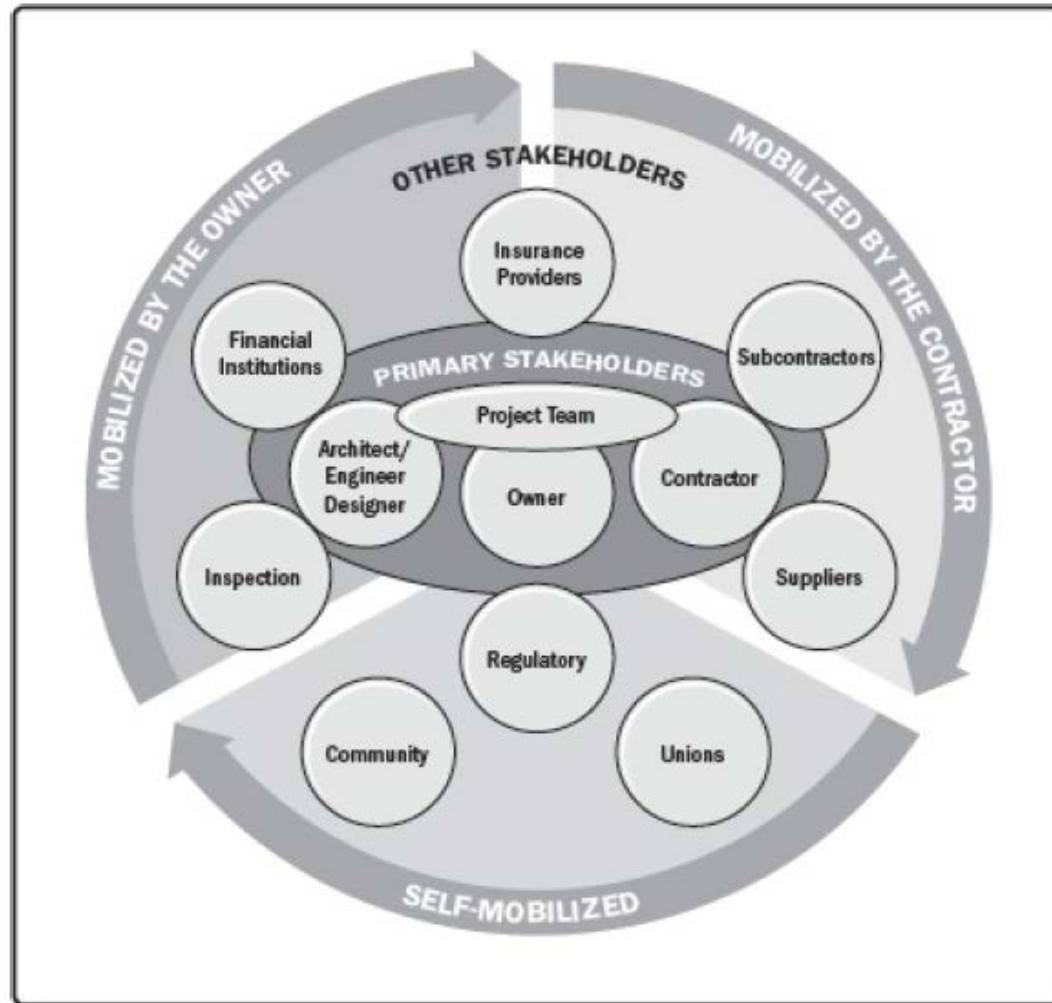


Figure 13-1. Stakeholder Relationships in Construction Projects

Stakeholder management in construction

❑ Some of the most common stakeholders in construction projects are:

1. Community
2. Labor unions
3. Insurance providers
4. Financial institutions
5. Regulatory agencies

How to manage them?

Stakeholder management in construction

1. Project stakeholder management initiating
2. Project stakeholder management planning
3. Project stakeholder management executing
4. Project stakeholder management monitoring and controlling

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Stakeholder management in construction – Initiating

❑ Differs and classified in:

1. Direct and indirect stakeholders according to their level of involvement.
2. Their organization

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Stakeholder management in construction – Initiating

- ❑ **Direct project stakeholders** are those stakeholders directly involved in the execution of the project and include, but are not limited to, the following:
- ❖ Project sponsors,
 - ❖ Project owners,
 - ❖ Architects or engineering designers,
 - ❖ Contractors,
 - ❖ Subcontractors, and
 - ❖ Equipment and material suppliers.

The needs and requirements of direct project stakeholders will often be detailed in the **contract(s), specifications, and work standards employed on the construction project.**

Stakeholder management in construction – Initiating

❑ **Indirect project stakeholders** are not directly involved in the execution of the project, but can influence project execution.

- ❖ Regulatory agencies or authorities (i.e., regarding safety, occupational health, and environmental issues);
- ❖ Professional associations;
- ❖ General public, including local residents, groups;
- ❖ Land owners and project-affected people;
- ❖ Labor unions;
- ❖ Local government departments;
- ❖ Media;
- ❖ Lobbyist or petitioner groups;
- ❖ Other construction undertakings that might affect the project;
- ❖ National industry or business representatives and associations; and
- ❖ Police and other emergency services.

Stakeholder management in construction – Initiating

- ❑ Stakeholders also differ in terms of their **organization**.
- ❖ Companies, authorities, or entities employing people usually have formal internal processes for **interacting** with the project toward the **fulfillment** of their interests, including decision making and communicating.

*Identifying those **characteristics** in each stakeholder is **necessary** to **develop** an appropriate stakeholder register, and further, a stakeholder management plan.*

Stakeholder management in construction – Planning

❑ While it is the **role of the project management team** to **identify** and **monitor** all project stakeholders according to the stakeholder management plan,

not necessarily all of them will be **managed directly** by the project management team.

Some stakeholders may have been brought to the project by the owner or the contractor, and responsibility for the management of those stakeholders may fall with one or the other.

*For example, a **financing institution** will usually be actively managed by the **owner**, while a subcontractor will typically be actively managed by the contractor.*

Stakeholder management in construction – Executing

- ❑ The creation and maintenance of relationships between the project and the stakeholders occurs **during the execution phase** of the project, and are typically at a **personal level** between the representatives of each of the stakeholders.

The **profiles** of people representing each stakeholder **may vary considerably**, so interpersonal skills play a very important role in managing stakeholder engagement.

How it differs in construction projects?

Stakeholder management in construction – Executing

- ❑ **Few stakeholders** in a construction project have the **ability** to thoroughly **control project communications** with any other given stakeholder.
 - ❖ For example, the **owner** may be **negotiating the cutting** of some trees with the local community and **promising not to proceed** before negotiations are concluded.
 - ❖ Meanwhile, the **contractor** is willing to **overcome bureaucracy** by **filing a request** for a permit to cut those trees.
 - ❖ **Someone within the community** may have access to that information and **interpret it as an intention of the owner** to move forward regardless of negotiations.

Situations like this may **hinder trust building** and the **development of a proactive relationship between stakeholders**.

Stakeholder management in construction – Monitoring and controlling

- ❑ The **complexity** of a construction project may be **amplified** with the number of stakeholders.
 - ❖ Attempts to **simplify** the connections for a stakeholder group **without proper analysis** of the existing dependencies may also **increase complexity** in the project.
 - ❖ **Higher-complexity environments** require the **project manager's full engagement of key stakeholders** to **ensure successful business outcomes**.

*Using a **stakeholder engagement assessment matrix** can mitigate engagement risks.*

What are **possible actions** for monitoring and controlling stakeholder engagement in **construction projects**?

Stakeholder management in construction – Monitoring and controlling



استفاده از ضریب هوشی (IQ)، هوش هیجانی (EQ) و هوش ارزشی (VQ) در مدیریت پروژه
چه فرد یا افرادی توسط مدیر پروژه مدیریت و رهبری میشوند و چه فرد یا افرادی نیاز به بالاترین EQ دارند؟

Managing and leading by CMs

1. CMs manage/lead **Design Professionals**
2. CMs manage/lead **Construction Professionals**
3. CMs manage/lead **Team Subordinates**
4. CMs manage/lead **Their Peers**
5. CMs manage/lead **Their Superiors**
6. CMs manage/lead different **Types of People**



Let's see how you should do this as a CM!

By: Alavipour, PhD, PMP, CMIT

www.dralavipour.com

ذکر مطالب فوق تنها در صورت ذکر منبع بلامانع است.

10

Remember this right?

A Guide To the Project Management Body of Knowledge

(Domain 2: Team Performance Domain)

Project performance domains



Team performance domain

TEAM PERFORMANCE DOMAIN

The Team Performance Domain addresses activities and functions associated with the people who are responsible for producing project deliverables that realize business outcomes.

Effective execution of this performance domain results in the following desired outcomes:

- ▶ Shared ownership.
- ▶ A high-performing team.
- ▶ Applicable leadership and other interpersonal skills demonstrated by all team members.

Figure 2-4. Team Performance Domain

What is the difference between project manager, project management team and project team?

Team performance domain

The following definitions are relevant to the Team Performance Domain:

Project Manager. The person assigned by the performing organization to lead the project team that is responsible for achieving the project objectives.

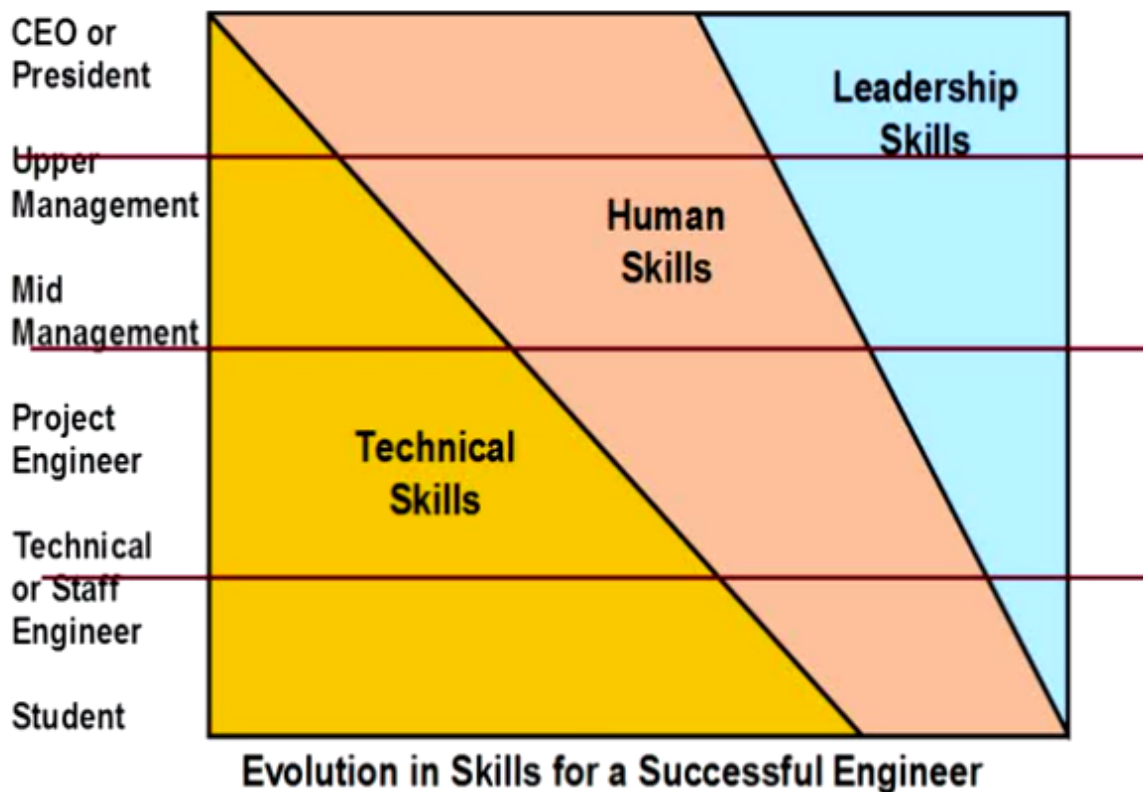
Project Management Team. The members of the project team who are directly involved in project management activities.

Project Team. A set of individuals performing the work of the project to achieve its objectives.

Team performance domain

Leadership Development for Engineering Managers

by John V. Farr, Stuart G. Walesh, & George B. Forsythe



Team performance domain

□ We will talk about the following in this section:

1. **Project team management and leadership**
2. **Project team culture**
3. **High-performing project teams**
4. **Leadership skills**
5. **Tailoring leadership styles**
6. **Interactions with other performance domains**
7. **Checking results**

Let's see them in detail,

Team performance domain

□ We will talk about the following in this section:

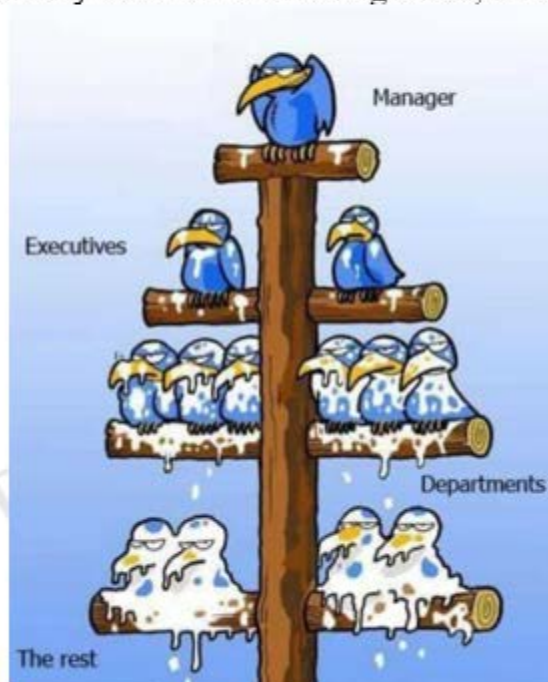
1. **Project team management and leadership**
2. **Project team culture**
3. **High-performing project teams**
4. **Leadership skills**
5. **Tailoring leadership styles**
6. **Interactions with other performance domains**
7. **Checking results**

Team performance domain – Project team management and leadership

Construction industry

استفاده از ضریب هوشی (IQ)، هوش هیجانی (EQ) و هوش ارزشی (VQ) در مدیریت پروژه
ارائه نقشه راه استفاده از EQ در مدیریت پروژه

- Reality of traditional management, direction and control



When top level
people look down,
they see only low
quality, reactive
shitheads;

When bottom level
people look up, they
see only "old"
assholes...

By: Alavipour, PhD, PMP, CMIT

www.dralavipour.com

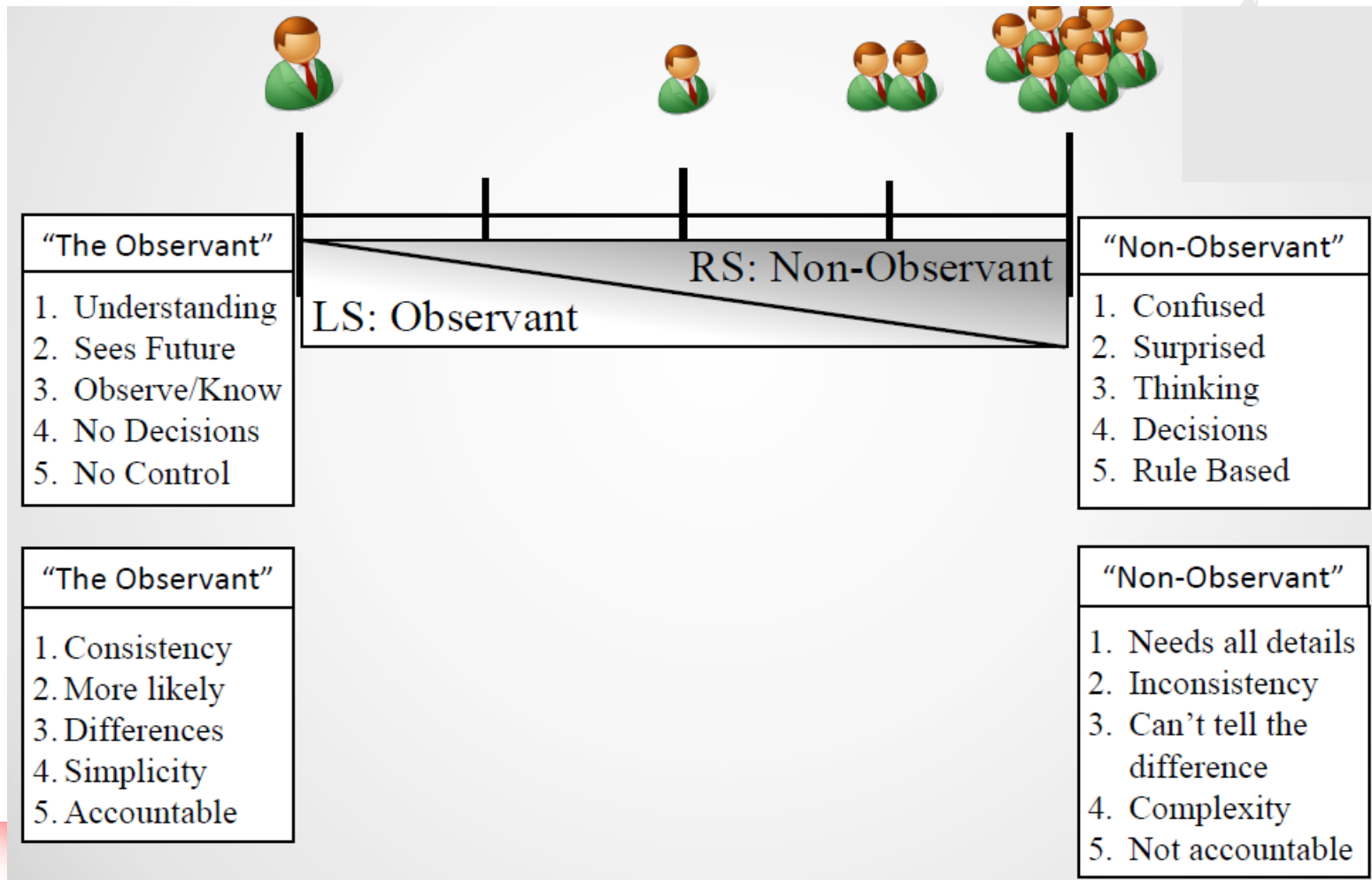
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11

Remember you
learned this right?

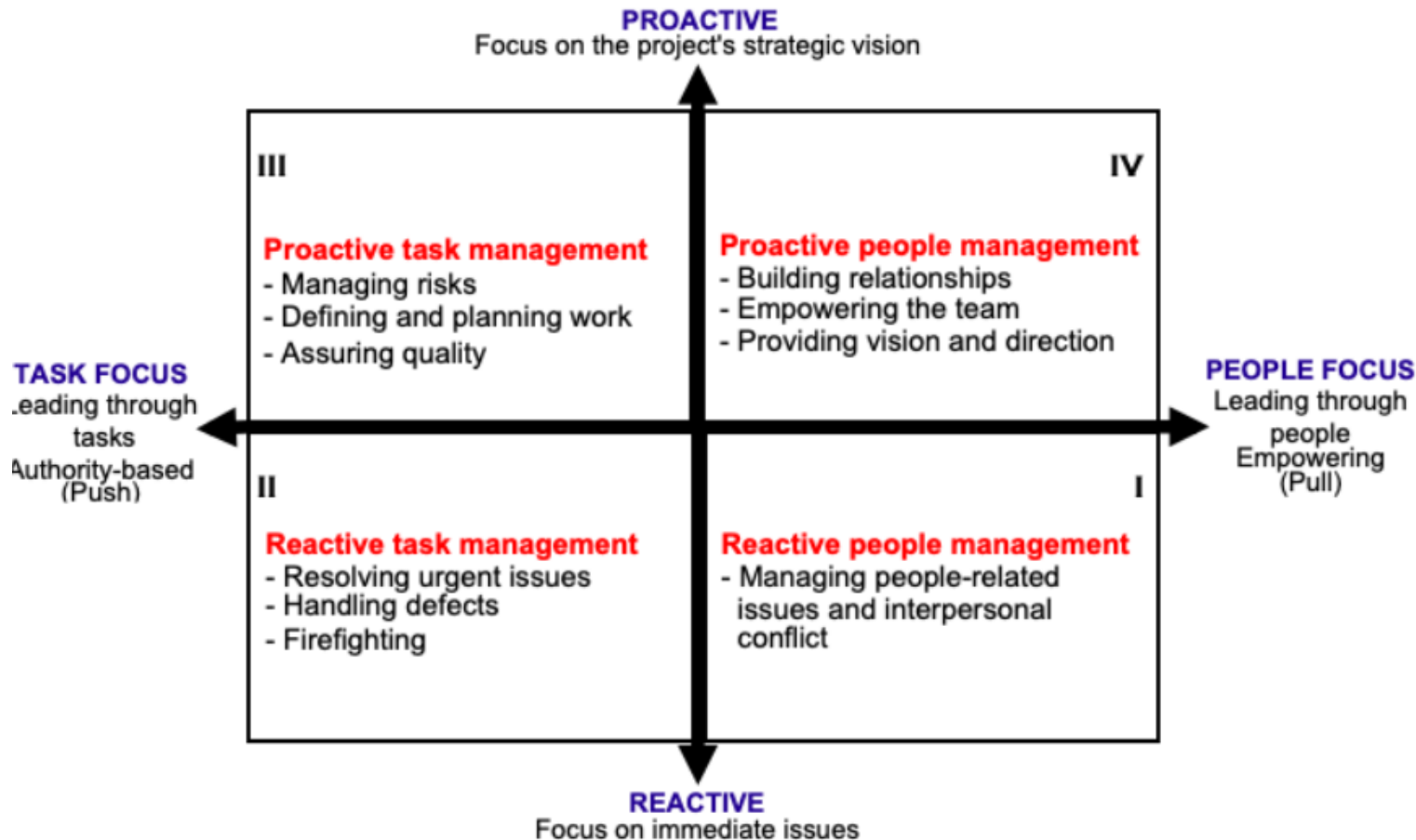
Team performance domain – Project team management and leadership

- ❑ Non-observant person is a deviation
- ❖ *Solution?*



What is the difference between reactive and proactive vision?

Team performance domain – Project team management and leadership



So, what PMBOK says?

Team performance domain – Project team management and leadership

❑ **Project management** entails knowledge, skills, tools and techniques for both

1. Management activities
2. Leadership activities

What is the difference between them?

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Team performance domain – Project team management and leadership

- ❑ **Management activities** focus on the **means of meeting project objectives**,
such as having effective processes, planning, coordinating, measuring, and
monitoring work, among others.
- ❑ **Leadership activities** focus on **people**.
 - ❖ Leadership includes influencing, motivating, listening, enabling, and other
activities having to do with the project team.

Both are important in delivering the intended outcomes.

Team performance domain – Project team management and leadership

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Difference between IQ and EQ





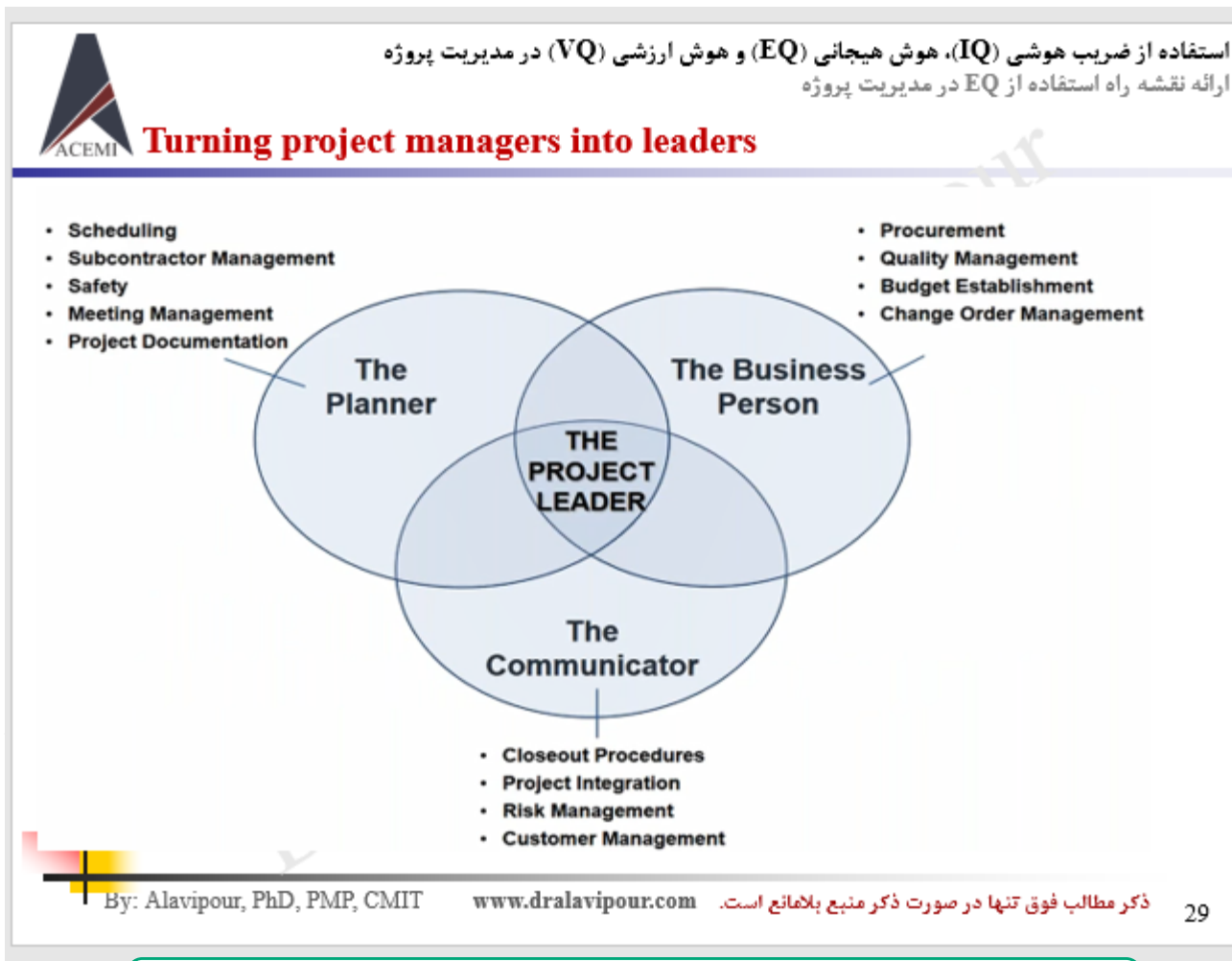
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26

Remember IQ, EQ, VQ Course?

Team performance domain – Project team management and leadership



Remember this right?

Team performance domain – Project team management and leadership

IQ

Apply for the right internships

Get credentialed to the max

Be mobile

Gain field experience

Gain expertise in your field of specialty

Resolve issues as they arise

Be mindful of what you put in writing

Prepare a personal career management plan

EQ

Early Career

Never Assume

Know what motivates & works for you

Listen

Find the best way to communicate

Follow through on commitments

Be calm under pressure & use humor

Be confident to challenge the status quo

Acquire leadership skills

VQ

Seek career advice & get a mentor

Practice good time management

Join an association

Ask good questions

Always tell the truth

Be ethical...

...& don't compromise on integrity

Don't be afraid to make mistakes

**How to work on both IQ and EQ when
there is also VQ?**

Team performance domain – Project team management and leadership

Example of Starbucks

- ☐ Legacy organization – Established in 1912
- ☐ Number of employees – 190,000 worldwide
- ☐ Annual approximate revenue - \$17 billion
- ☐ Menu – Infinite potential menu combinations
- ☐ With all this variability, how can Starbucks create the “same” cup of coffee in Tampa, FL as it does in Seattle, WA?



Process, Tools and Accountability

موسسه مهندسی و مدیریت ساخت علوی پور (ACEMI)

دفتر آموزش



تهران، بلوار فردوس شرق، مجتمع آبگینه، طبقه سوم اداری، واحد C42



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