PROVIDING THE PROPOSED MODEL OF PROJECT MANAGEMENT PLAN (PMP) REGARDING THE ROLE OF PROJECT MANAGEMENT OFFICE (PMO) IN INTEGRATION OF EXECUTIVE PROCEDURES MANAGEMENT IN CONSULTATIVE ENGINEERING ORGANIZATIONS

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Abstract:

The present paper aim is to provide a preliminary attitude regarding Project Management Office (PMO) and this role in integration of project.

Presently, what is discussed in our country in project management is mainly limited to plan timing, while efficient project management goes beyond these limits and requires an accurate & comprehensive plan which covers all sections consistently. Therefore, the proposed model of Project Management Plan (PMP) was provided as case study in State Consulting Engineers Organizations in field of studying projects (1st & 2nd stages). It`s noteworthy that PMBOK standard (Project Management Body of Knowledge) has been used as the most important reference of world's project management in order to create an integrated and domestic model. Also, PMO has been discussed as an office which is responsible for creating the required bed of integration in execution strategy management. Also EPM (Plan Enterprise Project Management) provided by Microsoft has been considered as a strategy for execution of this model in the organization by PMO.

Key Words

Project Management Office (PMO), Project Management Plan (PMP), Enterprise Project Management (EPM), PMBOK (Project Management Body of Knowledge)

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1- Introduction:

Each project is a combination of organizational resources put together to create something which did not exist before, and it will cause the establishment of design potential and execution of organizational strategies. Project Management includes a collection of potential activities of each process for execution of project affairs, through cooperation among project members and other beneficiaries to reach long-term goals of project regarding timetable, cost and technical performance (Kemp, 2006; Sabzeparvar 2007;PMI,2008).Each project includes the following executive stages.

-Engineering (E): (The study of technical, economical & environment feasibility, holding tenders, conceptual designing, basic & descriptive designing).

-Procurement (P): Procuring goods and equipment.

-Construction (C): Execution (install, execute; operate performance test experimental production) project executives are as follows.

Employer, Consultant**,** Contractor and Employer`s consultant (4th executive), are project executives. It`s noteworthy that each project executive may be natural or legal entities or they may be from private or public sectors (Golshani, 2007, Khosravi, 2009; Khameneh, 2009).

Regarding the description provided on project Executives system, we may conclude that Engineering projects are performed either by consulting Engineers Organizations that exclusively execute these types of projects or by a division within the contracting organization or by the organization supervised by the employer. These projects are conferred to these based on the project executive methods (Gordon,1994; Khameneh, 2009).As we see in follow, the present paper discusses the studying project in consulting Engineering Organization (which is project-based).

2. Studying Projects (E):

Studying projects are projects which include a collection of studies and analysis (in order to determine the technical & economical feasibility of project) for determining the effects of the plan, before its execution. These projects include 2 stages of studies:

-1st stage studies; “Feasibility Studies”: (conceptual Studies; basic Studies)

In this stage, some studies are carried out in order to determine project`s technical & economical feasibility. In order to determine the technical feasibility, the possibility of project regarding technical & technological knowledge and also project requirements is studied. Maybe different options are discussed, among which the most feasible one is selected. In projects in which these studies take a long time to get the results, the 1st stage studies are divided into zero and 1st parts

in order to save the time and cost (because the cost of zero stage studies are very lower than the descriptive studies). Therefore, in zero stage, short and approximate information are gathered for any options of the project. Then, based on the general viewpoint, the best option is chosen and its feasibility is studied. Zero phase may be called also as "preliminary Identification & Feasibility Studies" (Golshani, 2007).

-2nd stage studies, "Descriptive Design":

After completion of 1st stage design and determination of technical & economical feasibility of project, 2nd stage studies begin. Here more accurate data are gathered. Preliminary design of 1st stage is changed to descriptive design. But in this stage, details of project are cleared so much that its execution in next stage shall be possible in next stage with no ambiguity. It's noteworthy that in studying projects, the financial weight of studies is not considerable compared with other disciplines. But because of the technical knowledge, these studies are at the heart of project and main resource used in them is the human power (Golshani, 2007).

3-Project Management Office:

3.1. PMO Definition

PMO is an organization for coordinating the projects of that organization. In fact, the office is the focal point of project management principles of the organization. This office is also known as "Plan Management Office, Project Office or Plan Office" (PMI, 2008).

The PMO eases managing, planning, organizing and controlling firm's projects by expanding and preserving appropriate processes and practices of PM (Kerzner, 2009). PMO has important role in increasing the ratio of project success by implementing suitable PM practices and smoothing the path of execution of those PM practices for each project team members((Santosus, 2003;Ward & Daniel, 2013).

3.2-Necessity of PMO:

As mentioned before, time factor more importance and priority compared with other effective factors of these types of projects. And success in this regard (i.e. obtaining time goals) based on Project Management Indices is regarded as the most important success index in these projects. But, the most notable point is that in most cases in organizations that carry out more and more studying projects in a specific field and obtain more experience, we expect to witness a decrease in delays and duration of projects. But, we not only do not witness the decrease of project period, but also in some cases we are faced with increase of project time period. Here Project Management Knowledge has a special and notice worthy position because of its focus on delays

and decrease its effects through providing solutions. The application of this knowledge may have a positive result. On the other hand, since the number and size of projects are different in different times and organizations, and the projects have study nature, the project management may not be sufficient because any change in a project may change any other project(s).

Thus project management should be considered as a science emerged from general management theory and practice which continues its development with a noticeable speed. And it has changed in many respects during its development. Changes shall continue in future. Considering the noticeable focus of organization towards project management in order to develop their goals, this must be always attended that with the growth and development of this science the need for education in field of its concepts and process must be considered more than before. Otherwise, we should not expect success of projects (Arbabi et al., 2008, Jahjana, 2009). Furthermore in many organizations, we witness that change of Project Management for any reason (change of Project Manager or his transfer to other project or leaving the organization…) shall bring difficulties for the new manager to control the works. Because there has not been a fixed standard and methodology for project documents within the organization and all the documents are conformed with executive ideas and methods of the previous project manager. Therefore, integrating all projects through a standard shall be very helpful and shall bring better efficiency and project success (time, project delivery…) (Cleland, 2004). So, we need a solution in this regards. Establishing PMO may be a solution which brings the possibility of integration of organizational policies, procedures and standards for improving the project process (Rathore, 2010; Piscopo, 2011).

Table 1: 20 Specific Functions of PMO in 5 Duty Groups (Hill, 2008)

Executive Procedures Management			
Projects Knowledge Management	Assessment standards & Procedures	Project Management Tools	Project Management Methodology
Management			
Equipments Facilities Procurement	Organization Structure	Assessment	Project Administration
Resources Integration			
Work Teams Development	Personal Professional Promotion	Training	Resources Management
Technical procurement			
Projects Marketing	Projects Assessment	Planning Support	Consultation & Guidance
Trade Conformation			
Trade Productivity	Correspondence with contractors/ Suppliers	Relation with Customers	Projects Basket Management

Implementing these functions in a PMO depends on organization and organizational conditions, decision making authorities, and in fact the Project Management Environment and its vital needs (Shahin Faal, 2008). Based on the type of organizations studied in this project (organizations which are consultant of studying project (E)), the present paper supposes that generally PMO has

the duty of integrating executive management procedures in an organization. Therefore an executive model applicable in PMO may be used for helping the organization in integrating executive procedures management. So, we shall examine more this function of PMO (i.e. Executive Procedures Management).

It`s noteworthy that maybe a measure or functioned is proposed in executive model of PMO which already exist in relevant organization. In such a case, PMO should introduce the same to the project environment and conform it with the executive affairs and professional concepts of project management.

3-3- Study of Duty Group of Executive Procedures Management

Table 2: Investigating Duty Group of Executive Procedures Management (Hill, 2008)

Executive Procedures Management	**Description**				
Project Management Methodology	Establish a basis for Project Management Methodology	Study the Existing Executive Affairs	Define the Method for Executive Stages of Project Cycle	Method Implementation	Methodology Evolution Management
Project Management Tools	Select Project Tools	Implement Project Tools	Assess Project Tools		
Assessment Standards and Criteria	Implement Project Management Standards	Define Requirements of Project Assessment Criteria	Define and Apply Assessment Criteria		
Project Knowledge Management	Implement Knowledge Management Framework	Provide Knowledge Management System	Implement Knowledge Management System		

3.3.1-Project Management Methodology:

In fact, a method tells project managers and team members to do what and how, through providing and applying executive techniques (like defining the roles, duties and determine input & output indices of each stage of process). Project Management Methodology is a standard and recursive process for guiding project function from beginning to end.By applying Project Management Methodology, PMO with Providing and introducing those executive procedures of Project Management which have the most effect on project and organization`s success, Create a common language for project`s works in such a way that the organization gets the joint experience of project managers and shares it and finally create a standard attitude for Project Management that is applied by all project directors for guiding the projects (Hill, 2008).

3.3.2- Project Management Tools:

Tools enable specialists of different fields to perform their works in a better, more stable and more efficient way. Project Management Profession is not an exception. Therefore, one of the services provided by PMO could be consultation, guidance and procurement, form selection and implementation to the application of project management tools, providing training services for tool users at different levels and Ensuring the requirements of tools integration with existing systems and processes (Hill, 2008).

3-3-3-Standards & Criteria:

"Standard" may be defined as a basis for efficiency and criteria may be known as instrument for measuring efficiency on basis of standards. Criteria may be classified into two groups (Guiding Criteria and Measurement Criteria).Guiding Criteria enable PMO to define the requirements related to efficiency and expectations. While, measurement criteria introduce the data used for reaching a joint concept about the status, situation and conditions. It`s important that changing priorities and conditions change the criteria throughout the time.

"Standards and Criteria" enable PMO to provide services like, studying the applicable standards, and managing how to enter the project environment, comparative assessment regarding the aims, abilities, capabilities and evolution, Defining the standards which describe the standard deviations and the defining the expansion goals, continuously supervising and controlling the costs, timing and applying the resources (Hill, 2008)

3.3.4. Project Knowledge Management

Project knowledge management means coordinating the organizational knowledge and information in order to create higher capabilities in project management and reach the trade value through them.

Knowledge management enabled PMO to provide services like, creating an attitude for reporting the project's performance, creating an information system in project management, facilitating the cooperation among project's managers, team members and project's beneficiaries , implementing the center of project's documents, info and body of knowledge, registering and applying the viewpoints, innovations and experiences of different persons, creating a learning organization among the directors, relating and integrating the access ability and informing regarding this ability in project's environment (Hill, 2008)

4. Enterprise Project Management

Implementing the integrated project management attitudes requires tools that will help the project's managers and other persons in the organization in field of production, collection and storage, classification, processing, distribution and update of the information. Meanwhile in order to complete and develop the capabilities of MS Project capabilities and in order to provide an enterprise implementation framework to the clients of the project, Microsoft Company has provided a collection of software products together with their framework (EFI). It seems that by applying this system, enterprise mechanisms shall be edited and applied in order to manage and control the projects in an integrative manner (Cleland et al., 2002; Chenari et al., 2005)

EPM system will be applied for reaching the goals like, integrating project management methods at organization level, editing and creating a method for executive works in order to control the projects, creating consistent work templates, facilitating the relations among project's team members, integrated approach towards all projects for macro decisions, applying the past experiences of projects for analyzing the portfolio (Bernroider and Koch, 2001, Cleland et al., 2002)

5. Project Management Standards

Considering the importance of project management science, we have witnessed the emergence of various standards in this field in recent years. These standards define comprehensive requirements and principles and do not include the details and methods that result in obtaining the said requirements (including forms design, work cycle, roles, soft wares…). However, observation of its items depends on the needs of relevant organization and scope of its projects (Sabzeparvar 2007).

PMBOK is the most famous one, between those standards that is published by PMI (Project Management Institute). The Project Management Body of Knowledge is the sum of knowledge with in the professional of the project management. The primary purpose of the PMBOK Guide is to identify that subset of the Project Management Body of Knowledge that is generally recognized as good practice."Identify" means to provide a general overview as opposed to an exhaustive description."Generally recognize" means that the knowledge and practices described are applicable to most projects most of the time, and that there is widespread consensus about their value and usefulness."Good practice "means there is general agreement that the correct

application of these skills, tools, and techniques can enhance the changes of success over the wide range of different projects. Good practice does not mean that the knowledge described should always be applied uniformly on all projects; the project management team is responsible for determining what is appropriate for any given project (PMI, 2008).

5.4. Mapping of the project management processes to the project management process groups and the knowledge areas (PMI, 2008)

Knowledge Area Processes	Project Management Process Groups				
	Initiating Process Group	**Planning Process Group**	**Executing Process Group**	**Monitoring &Controlling Process Group**	**Closing Process Group**
Project Management Integration	*Develop project charter *Preliminary project scope statement	*Develop project management plan	*Direct and manage project execution	*Monitor and control project work *Integrated change control	*Close project
Project Scope Management		*Scope planning *Scope definition *Create WBS		*Scope verification *Scope control	
Project Time Management		*Activity definition *Activity sequencing *Activity resource estimating *Schedule development		*schedule control	
Project Cost Management		*Cost estimating *Cost budgeting		*Cost control	
Project Quality Management		*Quality planning	*Perform quality assurance	*Perform quality control	
Project Human Resource Management		*Human resource planning	*Acquire project team *Develop project team	*Manage project team	
Project Communications Management	*Identifying stakeholders	*Communication planning	*Information distribution	*Performance reporting *Manage stakeholders	
Project Risk Management		*Risk management planning *Risk identification *Qualitative risk analysis *Risk response planning		*Risk monitoring and control	
Project Procurement Management		*Plan purchases and acquisitions *Plan contracting	*Request Seller responses *Select sellers	*Contract administration	*Contract closure

5.5. Projects Integration Management

Projects Integration Management includes the processes and activities required for identifying, combining, integrating, and coordinating the project management activities and processes within the process groups of project management. In project management, integration consists of integrating, creating consistency and coordinating the affairs for project completion, successful supply of the beneficiaries and requirements (PMI, 2008).

5.6. Project Management Plan

Project management plan is one the most important tool for integrating the projects. It includes all documenting the required measures in order to define, prepare, integrate and coordinate all sub plans (9 plans prepared in other disciplines). In fact, this plan integrates and reinforces all sub plans of management and basic planning processes. It may be in summary or descriptive form or may be a combination of several sub plans. Each sub plan may be described in details as much as needed in a specific project. When this plan becomes a basis it will change only when a change request is approved though integrated change process .Then it will be updated(Khameneh, 2009; PMI, 2008).

6. Providing the Proposed Model

The proposed model is based on the table showing knowledge levels and PMBOK process beneficiary may observe items and data of each level by studying the relevant level.

Purpose: To determine the topics and content of project management plan in study projects.

Scope of Application: The proposed model includes the materials required for preparing and providing project management plan in studying projects.

It's noteworthy that these models may be applied in relevant organization through capabilities provided by EPM.

Project Management Plan
Project Life Cycle
Description of executive Phases and the Deliverables
Management Plans at 9 Levels
Annexed in Following 9 Tables

Project Integration Management			
initiation Phase	**Project charter**	**Project Documents**	List of by-laws, instructions, methodologies, process tables,…that must be considered in the org.
		Instrument Drawing Up Sheet	Date of completion of project's documents including project management, persons in-charge of their preparation and certification, determining documents which need revision and verify this plan.
		Project's Identification Card	Plan statement (project's name, subject, estimated budget,, first contract information, contract date and duration,…
			Project's executive organizations and their duties (name of employer, consultants, contractors…)
			Notes(any note regarding the project's deliverables)
			Opinions(about the above items)
		Project's Justification	Its justification considering the project's goals and its execution by executive organizations of project.
		Project's Goals	Determining specific goals of project(high level deliverables)
			Determining the goals (time, cost, quality), success criteria that can be assessed (such as predicted date of time goals, predicted credit of cost goals and quality standards for quality purposes,…), name and position of the person who certifies the project.
		Project's Output	Determining the topic and code of document, number,…

		Identification of factors influencing the Project	Hypothesis (contract commencement date based on prepayment, expiration date, price of contract in Rails (consultant fees,…)
			Limitations (projects which relate to this project and influence it, type of effect.,,)
			Identifying the organizations that influence the project, type of their effect.
			Determining the legal requirements (standards, references, by-laws), requirements of clients(description of services, principles of plan), requirements of the organization(specific studying methods), environmental requirements(environmental requirements that should be observed).
		Project's Organization	Determining the organizational goals of project (strategy of the org.), organizational structure(divisions, sections and specialties of the org.), duties and responsibilities(duties and qualifications table), scope of authorities(authorities table for directors and experts), roles and duties of organizations influencing the project(name of public and non-public influential organizations, their roles and duties), providing organizational chart of project.
Planning Phase		**Change Management Plan**	Describing change management approach(manner of integrating the control with other aspects of project management), defining the change in timing, budgeting and limits; determining the time required for control process in order to define the reference line; determining the members who control the change(name, position, and scope of authorities); describing the process of change request (forms used, procedures,..), stages of request refusal, analyzing the effect of changes on project's goals(time, cost, limits, quality), determining the status of change request(acceptance, denial, delay,…), appendix, forms, documents,…)
Execution Phase		**Decision Record Registration**	Determining the index, classifying(technical, contract, project,..), describing the decision, scope of effect(limits, timing, cost, quality), name and position of the agent, decision date and notes.
		Deviations Records Registration	Determining deviations in time, limits, cost and quality, through classifying them(unacceptable, alarming, acceptable), registering the measures taken in face of different deviations.
		Change Records Registration	Determining change index and classifying it(extra services and requirements, timing, costing, quality), describing the change, (person requesting for the change, request date, status(open, closed), final result(approved, not approved, suspended).
Monitoring and Control Phase		**Status of Value Obtained**	Determining the planned value, cost & time index of the performance, determining the budget for completion of project, estimating performance index up to completion of project, describing and justifying the result.
		Change Request	Determining the type of change(limit, cost,..),the person requesting the change, request date change description and its cause, determining the effects of change on other sections(limits, timing,…), documents required for revision.
Closing Phase		**End of Project**	Describing the project (summary of project's chart), its goals (limits, time cost, quality), determining success criteria, documents showing any deviations and standards, contract info and approvals.
		Experiences Registration	Describing the quality defects, providing solutions for them,(determining the index of the subject, its description, measures, amount of effect,…), determining the scopes of exceptional performance and improvement,…(determining risk index, describing the risk), deciding(prevention, adjustment, transfer, acceptance), amount of efficiency,…..), analyzing the performance(items done well and items requiring improvement in management), (timing, limits, cost,…), specific info about the products and process improvement.

Project's Scope Management			
Planning Phase		**Input Requirements Description**	Determining the requirements (legal, environmental, organizational, customer and beneficiary), topic and code and number of document, input quality control,…)
			Other inputs (maps, reports and data of past similar projects, various statistics, environmental info...)
		Planning Services Requirements	Providing the description of the requirements by employer and project manager including the soft ware's, timing plan, work structure, manner of computing weight value, type of figures , type of reports and their languages, reporting intervals,…)
		Requirements Management Plan	Providing the description of the requirements by employer and project manager including the soft wares, timing plan, work structure, manner of computing weight value, type of figures , type of reports and their languages, reporting intervals,…)

		Determining manner of collecting requirements, their classification and prioritization and audit…
	Tracing the Requirements	Determining the requirements, their groups and priorities, relation with the goals(limit, cost, timing, quality), WBS code
	Project's limit Statement	Describing the products limits and describing the project from its charter, determining high level deliverables (title and code of requirements and approval criteria considering the contract,…)
	Registering Limitations Hypothesis	Determining the type(hypothesis, exception, limitation), description, the area of influence(limit, cost,..), the division in charge, measures, status(open, close, suspended),…
	Work Structure Chart	Providing the table or chart
	WBS Culture	WBS code, work structure, prerequisite, duration, time, weight of work…
Monitoring and Control Phase	**Requesting for change of requirements and describing the extra services**	Main particulars of the project(title, code, duration,..), subject of project, topics of contractual services which have changed, the person requesting for change, request date and its reason, areas of influence, receiving the viewpoints of executive organizations, final result,…

Project Timing Management		
Planning Phase	**List of activities**	WBS code, activity, work description
	List of milestones	Introducing the milestone, planned and real history, type (optional, mandatory,…)
	Requirements of Activity Source	WBS code, members of project's team, duration, required licenses, certificates,…, hypotheses regarding the source requirements
	Source Structure	RBS code, name of source
	Duration Estimation	WBS code, name of activity, person/hour, estimation method(parametric, comparative, three-points,..), estimated duration
	Project Timing	Gannet chart of the MSP plan
Monitoring and control phase	**Request for Change of Timing**	Description of change (delay in delivery and approval, delete or notify extra services), study of changes in timing documents(plan table and distribution of resources, figures, risk tables, milestones table, output documents), effect on other sections.
	Status of Tim- driven Value	Determining the timing deviations, timing function index(current period, current and cumulative period, past cumulative period), root origin of deviation, effect on the deliverables, milestones.,,
	Analysis of Timing Deviations	Determining the planned results, real results, deviation, reason of deviation, corrective measure**.**

Project's Cost Management		
Initiation phase	**Estimation of activities cost**	WBS code**,** direct costs, indirect costs, reserve, estimating the costs, estimation method(parametric, comparative, three-points,…), hypotheses and limitations, more info(cost, quality,…), insurance level.
	Cost Function's Source Line	One budget with time phase
monitoring and Control Phase	**Cost status of obtained value**	Determining cost deviation, index of cost function(in current period, cumulative index of current period, cumulative index of past period)
	Cost Deviations analysis	Determining the planned results, real results, deviation, its reason, corrective measure

Project Quality Management

Planning Phase	**Quality Management Plan**	Appointing the authorities, their position and duties, describing quality assurance process, tools and techniques used quality control process, and its tools and techniques, describing quality improvement procedures, its tools and techniques.
	Quality Indices	Index name and type, control intervals, optimal level, person in- charge, control result
	Process Improvement Plan	Name and description of the process(inputs, outputs, exchanges, beneficiaries), index(name and type), control intervals, control result, optimal level
	Quality Audit	Auditing scopes (project, project process, product, implementation of approved change…), describing favorable solutions, describing improvement and defects, the section in- charge, and measures taken.
Execution Phase	**Product Acceptance**	Title and code of document, revision number, language, examining the required signatures(preparing, designing, controlling and approving), exit seals of documents(IFI, IFC,IFA,AFC,FI), editorial and graphic examination(font, paging), packing method, page layout, documents format, number efficiency,….
Monitoring and control phase	**Qualitative Deviations Analysis**	Determining the expected performance,, real results, , deviation, its reason, corrective measure

Project's Human Resources Management		
Planning Phase	**Roles and Duties**	Title and description of the role, scope of authorities(selecting the alternatives, conflicts management, risk management, prioritizing, fines and rewards,…), duties(responsibilities, relevant processes, balance with other roles), skills(prerequisites, experiences, permits, education levels, …), qualifications(language, acquaintance with soft wares, data needs,…), interpersonal qualifications(public relations, systematic approach, comprehensive planning, mastering the project's management techniques).
	Human Resources Plan	Title and description of the role, scope of authorities (selecting the alternatives, conflicts management, risk management, prioritizing, fines and rewards,…), duties, project's organizational structure.
	Personnel Management Plan	Determining the manner of attracting and dismissing the internal and foreign members of team, describing the training needs, describing the acknowledgement and rewarding process, and its limitations, determining the by-laws, standards and manner of conformity,…
	Resources Evaluation	Evaluating the internal and foreign members of team and their roles and duties (work days, hours, exceptions (holidays, shortened work days,…),
Execution Phase	**Team Manual**	Determining team members (internal and foreign), position, role in team, contact info,…
	Operational agreement of Team	Determining team's principles, guidance which will increase the productivity of the meetings, guiding the effective communications, describing the decision making process, describing conflicts management approach, (avoiding, settling, coercion, cooperation, challenging, solving,), determining the factors influential in conflicts process(conflict's intensity and importance, time pressure, personal position of those experiencing the conflicts, the motive for solving the conflict)
	Subjects Records Registration	Determining the code of subject, classifying(beneficiary, decision,..), effect on goals(limits, timing,…), name of person in- charge, his position and status(open, close,…), date
Monitoring and control phase	**Team Performance assessment**	Determining level of team performance (favorable, improvable, better than accepted...), interpersonal qualifications (communication, cooperation…) within the authorities determined for the role, providing a model.
		Determining level of team performance (favorable, improvable, better than excepted,..), interpersonal qualifications(communication, cooperation,…) within the authorities determined for the role, providing a model.
		Describing team spirit and expansion fields (technical and interpersonal), and expansion approach (education, guidance,…)
	Team Members Performance Assessment	Determining level of team performance (favorable, improvable, better than excepted...), interpersonal qualifications (communication, cooperation,…) within the authorities determined for the role, providing a model.
		Determining level of team performance(favorable, improvable, better than excepted,..), interpersonal qualifications(communication, cooperation,…) within the authorities determined for the role, providing a model
		Defining the weak and positive points, defining expansion fields (technical and

		interpersonal), and expansion approach (education, guidance,…)

Project's Communications Management		
Initiation Phase	**Beneficiaries Registrar**	Determining the code of beneficiary, its name(org.), status(employer, contractor,..), organizational position, contact info, requirements(high level), expectations about the project, effect on project, manner of influencing the project(limits, timing, quality, cost).
	Beneficiaries Management	Determining the code of beneficiary, its name(org.), status(employer, contractor,..), organizational position, contact info, requirements(high level), expectations about the project, effect on project, manner of influencing the project(limits, timing, quality, cost), strategies(increase the positive effects, neutralizing the negative effects of beneficiaries,…).
Planning Phase	**Communications management Plan**	Describing the documents that must be transferred(status reports and updates, minutes,..), determining the audiences, manner of delivery, time deadline for sending the documents, the person preparing them, determining the hypotheses and limits of communications, list of abbreviations and terms used in project.
Execution Phase	**Documents Circulation**	Describing the stages of preparing the documents, name of officials and their position, note about each stage, determining delivery date and completion date
Monitoring and control	**Report of Status of Deliverables**	Introducing the document, document risk, controller, delivery date of documents, real date of document delivery, validity of document, reply of employer, planned date and real date, employer's approval

Project's Risk Management		
Planning Phase	**Risk Registrar**	Determining code of risk, describing and classifying the risk, occurrence probability, the activity under effect of risk, effect on activity, effect field,(limits, timing, cost, quality), responsible division, decision taken(prevention, adjustment, transfer, acceptance), probability after deciding, effect after deciding, updating date
	Risk Management Plan	Describing risk management process, approaches, tools, techniques, auditing approach, risk auditing, determining the roles and duties of person in- charge, classification and its approach, determining the tolerance level of the beneficiaries, describing the actions for risk management, actions date, defining the amount of effect, defining probability, assessment method,…
	Assessment of Probability and Effect	Describing the risk, present status of risk (occurrence probability (high, low, average.), (occurred, not occurred), amount of effect (based on definitions), on limits, timing, cost and quality.
	Risk Data Sheet	Risk code and description, status(open , close), influenced activities, classification, updating date, occurrence probability, influencing area, amount of effect, responsible person, decision made, description of actions, , occurrence probability after deciding,…, determining the remained risks, secondary risks, description of decisions in case of failure of first decision
Monitoring and control phase	**Risk Audit**	Risk code and description, reason, decision made, auditing the decision made, success level and its description, auditing the risk management process (planning, identifying, assessing, supervising and control…), describing good solutions and corrective actions, date.

Project Procurements Management		
Planning Phase	**Procurements Management Plan**	Name of project manager, scope of authorities,(budget, signature right, changes of contract, negotiations, technical issues,…), responsible person, roles and duties in procurements, type of contract, fees and criteria, insurance obligations and guarantees, hypotheses and limitations, determining management process of procurements.
	Integration Requirements	Integration requirements (WBS, timing, documenting, risk, performance report…)

Execution Phase	**List of required Suppliers**	Subject or items of project, required specialty, name of suppliers, verification, date, notes
Monitoring and Control Phase	**Assessing the Consultants**	Assessment items(timing development report, rate of net time used for completing the input and output, amount of conformity and quality of duties performed, quality and manner of presenting the reports, innovation in project performance manner, follow up and partnership in project development,…), points of each item, total points, points percent, assessment status, verification.
	Procurement Audit	Describing the performance areas (limit, timing, cost, quality) carried out well and those which could be improved, auditing the procurements management process (planning, guidance, administering, expiring), efficient tools and techniques, describing the good solutions and improvement areas.
closing Phase	**Contract closure**	Appointing the auditor of the project, auditing date, auditing the consultant's performance (work carried out well and those that may be improved in field of timing, cost, limits and quality...), and registering the changes of contract and the contractual disputes.

7. Conclusion:

The present paper makes an effort to define the following items:

>Project management processes and the standard instructions and techniques mentioned, are not applied for all projects and organizations in a consistent way. The necessity of applying these processes based on the type of organization and the nature of their projects is felt more than ever.

>The main purpose of preparing the project management plans (PMP) is to ascertain a common attitude among all persons involved in the project regarding the stages, organization, technical& managerial procedures of the project, and also to coordinate the efforts of all elements in order to reach the project's goals.

>There feels a need for defining the plans of projects in order to integrate them through a unique standard and coordinating different parts of projects and also creating a constructive and aimed relation among them in order to reach project's goals.

>Project Management Office is an office which in spite of its new structure, is one of the most important options for implementing the project's management experiences and principles in organizations, specially implementing the prevalent project management standards such as PMBOK.

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