

Developing Tools Recognition and Evaluating Program's Outcomes and Portfolio's Benefits Regarding to Elena Program and Portfolio Guidance

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Abstract—Projects are evaluated based on deliverable items, Project is successful when factors like timescale, budget, scope, quality and social responsibilities, but there are another factors, which can improve organization performance at the acceptable level that named project benefits. For increasing the effectiveness within the organization we should focus on benefits of projects, these benefits are available in the business case plan, but there are no indicator and method to evaluating these benefits, So a way that can evaluate the project benefits is needed.

Keywords— Project benefits, Project evaluate, Strategic goals, Portfolio and program.

I. INTRODUCTION

Organization performance is evaluated by project, which successfully completed. Projects are evaluated based on deliverable items. One project is successful when factors like timescale, budget, scope, quality and social responsibilities [1], which based on deliverables are controlled and response to stakeholders requires.

Items which mentioned above is one side of the organization's success dimension, but there is another factor, which can improve organization performance at the acceptable level are project benefits; actually, benefits for a project are business values of the organizations. Deliverables change capacity of the business and this capacity cause the desired benefits, which are in higher level than deliverable items [2].



Fig. 1

For example hospital construction is a project (deliverable),

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then by adding some bed and utilization, we transmit deliverable to the services, this cause the capacity change like healing the patients and by continue this service we get the benefits of the project like decreasing number of patients, increasing health level in society, etc.

Fig.1 is a simple diagram for the benefits, by the way it can be improved and be complicated, that explains the benefits explicit [2].

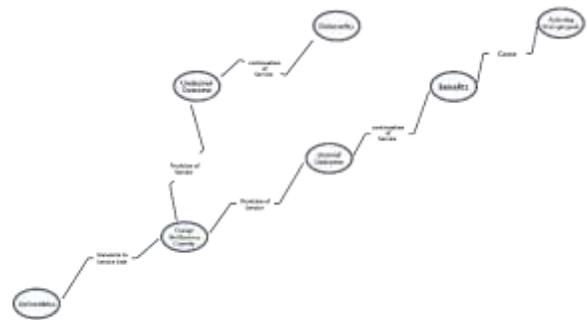


Fig. 2

Project Management Institute (PMI) is defined the benefits for the project: a result from an activity, product or service which, provides benefits for organizations and stakeholders at the program level. Portfolio management standard, consider importance of benefits in recognition and tracking benefits at the portfolio level, and in Guide to the Project Management Body of Knowledge (PMBOK) there is no role for benefits at the project level.

According to upper paragraph, may seem that project managers don't manage the benefits of the projects.

PRINCE2 Manual Guidance emphasis that benefits should be clear to the project manager.

Because the benefits of organizations depend on project success, and project manager has the responsibility of the project success, thus, project manager should be aware of all benefits of the project. Since that business case plan created before the project chart and project manager is an absence in this phase, therefore after choosing the project manager, we should explicate all aspects of benefits clearly.

The main focus of the project managers and portfolio managers in the organizations is on deliverables, but there is a more important factor which can improve the organization performance as well as other factors; this factor doesn't consider in some organizations and causes the failure and low

performance of the organizations.

Project Success is a phenomenon in the field of project management [3].

In the project management literature, factors of project success are taken [4], factors that contribute to the success of the project are components of the project that can affect the success of the project. These are the independent variables that make the project most likely [5]. Project success criteria are measured by an expert, these criteria controlling the deliverable project [5] due to, different types of projects and project complexity, scale, and uniqueness from one project to another [5]. If we want to present evaluation method for all projects in all types, one approach is controlling and measuring timescale and budget [6]. However, this approach may be effective only in some projects due to differences of projects [7], [5]; for instance, in IT projects, theory of project management generally is focused on timescale, budget and scope [8]. Project success factors as mentioned above, in different organization and industries have different criteria and methods, for example, in some organization, the project success factors are included in breakdown structure, which is consisted of three parts: a) project manager's competency b) organization elements c) tools, methodologies, methods and project management techniques [9].

Timescale, budget and quality triangle in most of the project are defined [10], but in some articles, we can saw different components in the triangle of project success like Timescale, budget and scope [11]. Project managers commonly use this triangle as an indicator for evaluating projects, however, project management has another aspect, which can guarantee project success. These aspects comprised of a combination of the previous factors and development of organization, traditions, progresses and Stakeholders [10].

A new method to evaluate project success is available, which related to Stakeholders who engaged in the project and project structure. More analysis, added more factors to triangle of project success for success evaluation, such as a different group of stakeholders and customer issues [12].

As saw in the upper paragraph, most of the organizations defined the project success in a traditional way, and most don't consider "value-added" such as outcomes and benefits of the projects due to formulate difficulties and evaluate of that Recently authors and scientists start to write about the deep meaning of outcomes and benefits [13]. According to, which benefits are beyond the projects, programs and portfolios, and most of managers don't consider that, but nowadays, benefits of project is more reliable toward a project management triangle [14] due to complexity of the organization and projects and because of that the only evaluation of the triangle is not sufficient. Evaluating of these benefits in long term guarantee not only projects success but also improvement organization performance [15].

II. CONCLUSION

So by control and evaluate the benefits of the projects we can

achieve the strategic goals, but there is no method.

Find a method for evaluating the benefits will help us to improve our business.

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