Implementation of Elena Project Management System in Pishgaman Group

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Abstract :*For project-based organizations to complete a project successfully from the initial to the final phase, based on defined limitations, cost, time and quality in the specific scope, should have a standard project management system, transcendental and mature. The directing management of the project causes organizations to reach organizational goals in a better way. Consequently, to achieve competitive advantage and better performance, organizations must have an appropriate planning and implementation framework in accordance to directing approach. In this regard, the Elena project guide is a structured and reference system for directing and Management of projects. In this article, we will examine and describe how the project management system, based on the guidance of the Elena Project, in the pishgaman Cooperative Group of Yazd, as one of the largest cooperative groups in the field of information technology in Iran, will be deployed*.

Keywords: *Elena Project Management, Pishgaman Cooperative Group*

1. Introduction

Many organizations have moved towards organizing their activities in the form of project and project-based organizations, and this tendency has risen to a pivotal project in recent decades[1][2]. Project management processes are used as a means to improve the organization's competitive position. Research in the field of project management shows that despite improvements in project management processes and systems, managers still face a lot of challenges in terms of project success[3]. Project management is critical to the success of the project[4]. Today, projects must be managed as directing activities to achieve business goals. Project managers and project teams must have a formal planning and implementation framework that is consistent with a directing approach[5].

Initially, the focus was on operational aspects of project management[6] But researchers gradually paid attention to the strategic aspects of project management, pointing out that this approach helps organizations to improve their performance[4]. There are three approaches in the literature of this field. in the first approach, Studies have an organizational perspective and introduce project management as a strategic asset and source of competitive advantage[7]. In the second approach, the concepts and methodologies for selecting and prioritizing projects are selected by choosing the portfolio of the project and managing the portfolio of the project[8]. In the third approach, researchers are more focused on the strategic aspects of project management and that projects are often defined to achieve business outcomes. In this approach, the concept of project strategy and strategic project management models was introduced.

2. Literature review
2.1. Project Directing **Management** Models:

Directing project management enables managers to manage more than one project at a time, so that the project-oriented organization achieves the desired strategic goal[9]. Grundy considers the project management

process to be five stages: Project definition, creation of project manager, detailed project planning, implementation and control, review and learning[10]. Heerkens also presented a management project management model that consists of four main aspects: directing alignment of projects, Project Portfolio Management, Program management and business results of the projects. shenhar provides a Project Strategic management model that combines business-related strategic aspects, project operational aspects and leadership, meaning the motivation and inspiration of the project team. The model includes five components as: project strategy, project management atmosphere, project organization, project processes and project tools[11].

3. Introduction of Elena Project Guide:

In this research, it has been attempted to outline the establishment of a project management system based on the Elena project guide in the pishgaman cooperative group.

3.1. Perspective of Elena project guide:

The Elena Project Guide is a structured and reference system for strategic project management

3.2. Five aspects of Elena Project Guide:

Elena project guide includes five different aspects each one has its perspective at project management.

First aspect: Principles

Project management base on Basic Principles. In fact, the principles are the better relevant project-related solutions that determine whether the project is originally based on the Elena project's guide.

Eight-Point Principles of the Elena Project Guide include the following: Project Acceptance, Project Policy Development, Major Project Planning, Project Management, Stage Management, directing Planning, Delivery Package, Project closeout

Second aspect: Concepts

concepts are one of the project management aspects that will be implemented through processes throughout the life cycle of the project. All the eight concepts of Elena in all projects, regardless of size, scope, and maturity of the organization should be applied but the emphasis and extent of their application varies from different projects.

Third aspect: Processes

Processes describe progress of projects step-by-step throughout their lifetime before starting up after the end of the project. Each process consists of a set of sub-sets that follow a specific destination during the lifetime of the project. Elena project guides processes includes: Project Acceptance, Project Policy Development, Major Project Planning, Project Management, Stage Management, Stage Planning, Delivery Package, Project Termination.

Fourth aspect: tools

The tools are used as one of aspects of guidelines for the Elena project guideline to create results and implement the required actions for project management.

Fifth aspect: matching

The fifth aspect of the Elena project guidelines is to enable these guidelines to be used for all projects of any size, scope, executive maturity, complexity, geography, and other distinctive features of the projects. The following figure illustrates the framework for matching the Elena project guideline:
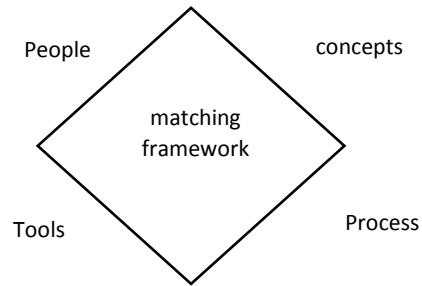
Fig.1: The framework for matching the Elena project guideline

3.3. Documentation of Elena project guides

One of the benefits of the Elena Project Guide is to define all project-related documentation and integrate them into processes and concepts. In each process, the input and output documentation are specific, and the documentation flows through the processes.

4. Case Study: Implementation of Elena Project Management System in Pishgaman Group

4.1. Introduction of Pishgaman Cooperative Group

Pishgaman Cooperative Group as the largest IT cooperative group in Iran, based on the ability and knowledge of the elite and the elite of Yazd province in 1375, initially with the establishment of a company in the field of information technology, but quickly developed the stages of development and expansion in dimensions Activity and geography behind it and step by step into the pre-designed ideals.

Pishgaman group gradually has entered in different fields, and now considering globalization with 30 companies and supported by 42120 shareholders from the corners of our country. This group bases on four principles of trust, thinking, commitment and co-operation

The Pishgaman Cooperative Group, with this slogan that has risen from Yazd and we think of globalization, is flourishing and lucrative after a bright future. Hence, it is trying to open up the new valley to the magnificent sky. Membership in cooperative insurance services, the establishment of a financial and credit institution of light, the establishment and development of a network of international fiber networks from Oman to Chabahar, the development of a sports club for sports, a dry port and ... are new areas that have been realized.

4.2. Implementation of Elena Project Management System in Pishgaman Group:
4.2.1. Concepts:

All concepts of Elena project management must be matched together. Depending on the size of the project, the scope of application, the complexity of the project, the maturity of the executive organization, etc., the concepts can be adjusted in an incremental or decreasing manner. Examples of actions taken in Pishgaman group includes:

In projects with a high degree of uncertainty, risk-based documentation was prepared in detail, while in projects with similar experiences in an adult organization, most of the risks were present in the project knowledge base, and there was no need for detailed documentation.

In software projects, little detail was used for project procurement, while in construction projects, much needed for project procurement.

4.3. Processes
4.3.1.1.   Project acceptance
The goal of this process is to agree on the project's objectives, organize the structure of the project, and provide the documentation needed to start the formal project. Therefore, for this process, steps were taken to undertake the following processes within the Pishgaman Cooperative Group: Adoption of the Steering Board ruling, Project Knowledge Base, Project Manager Appointment, and Policy Planning.

4.3.1.2.   Project Policy Development
In order to prepare the upstream documents, a policy of eight projects was developed at the headquarters of the project's vice president of project control.

4.3.1.3.   Project Management Policy
Elena's methodology for organizing the project ensures that all the necessary roles for project management are defined in the model of the organizational structure of the project, along with duties and accountability, so that roles, tasks and responses across the project organization are transparent. Therefore, Pishgaman Cooperative Groups project organization policy was developed based on the following three steps:

First step: organizing levels determine the levels of organizational structure of the project

Second step: determine the key roles needed in the project's organizational structure

Third step: adapting the organization to provide rules for adjusting the organizational structure of the project

4.3.1.4.   Project Planning Policy
Elena's guideline for project planning guarantees an integrated and comprehensive program for projects at various levels. Therefore, the Pishgaman Cooperative Groups Project Planning Policy was developed on the basis of the following steps:

Step one: determine the scope of the project based on the project ID

Step two: Planning steps to determine the steps required for a project to plan a major project

Step three: Define planning activities to create a list of project activities at different levels

Step four: Estimation of planning with the aim of estimating the time, cost and resources required for project activities at different levels

Step five: Planning affiliation with the aim of determining the dependencies between project activities in order to formulate a project plan at different levels

Step six: time, cost, and scheduling resources for scheduling, plotting the project's planned value curve, allocating and leveling resources.

Step seven: Approval planning to create a baseline for the project plan at different levels to provide responsiveness.

4.3.1.5.   Project Quality Policy
Elena's project guidelines for project quality guarantee the quality of the project's deliverable items, therefore, the quality policy of the pishgaman cooperative group was developed in accordance with the following steps:

Step 1: Quality planning to determine the actions and activities required to meet customer expectations based on project acceptance criteria.

Step 2: Quality control to confirm the action taken to fulfill the customer's expected quality based on acceptance criteria.

4.3.1.6. Project Risk Policy

Elena's approach to project risk ensures a systematic mechanism for identifying, analyzing, planning and controlling project risk. Therefore, the risk strategy of the pishgaman cooperative group was prepared and developed on the basis of the following steps:

Step 1: Determine the level of risk to determine the position of risks

Step Two: Identify Risks

Step Three: Risk Analysis to Prioritize and Analyze Project Risks with the Purpose of Project Risk Planning
Step Four: Risk planning with the goal of providing appropriate response to risks

Step Five: Risk control to measure the effectiveness of planned risk responses as well as risk status updates.

4.3.1.7. Project Event Policy

The Elena method for the project event ensures that all impacts on project performance objectives are identified, evaluated and made decision about them, and if needed corrective actions are taken or are referred to higher levels Therefore, the project's policy for the Pishgaman Cooperative Project project was developed on the basis of the following steps:

Step 1: get an event to detect unplanned events

Step 2: assess the event to determine the effect of them

Step 3: decide the event to determine the appropriate action to eliminate or reduce the effect of events have been occurred.

Step Four: implementation of event actions with the aim of implementing the decision and analyzing the results of the actions taken

4.3.1.8. Project Progress Policy

Elena's method for project development is the creation of a systematic structure for obtaining progress data, weighting and cost of progress and forecasting progress. Therefore, the Pishgaman Cooperatives Project Development Policy was developed on the basis of the following steps:

Step 1: get progress data to monitor the project by collecting and recording the data of the package, stage, and project performance.

Step Two: progression-weighted analysis with the aim of calculating the percentage of project progress

Step Three: analysis of the value of progress with the goal of analyzing the progress of the project based on the planned value, real cost and earned value

Step Four: forecast the progress of project to presentes the future image of project using its past performance
Step Five: progress reporting to provide analytical reports on project at different levels

4.3.1.9. Project Communications Policy

Elena's method for project communications provides a systematic mechanism for the needs assessment, planning and distribution of communications. Therefore, the communications strategy of the pishgaman cooperative was developed on the basis of the following steps:

Step one: needs assessment of project communications with the aim of identifying project stakeholders and identifying their communication needs

Step two: communication planning with the goal of analyzing expectations and planning to respond to them

Step three: distribution of communications to ensure proper notification to the stakeholders and update their status on the project beneficiaries list.

4.3.1.10. Project Procurement Policy

Elena's method for project Procurement is to create a systematic mechanism for planning, supplying and controlling the delivery of project supplies to the project outside the project team. Therefore, the Procurement Cooperative Procurement Planning Policy was developed on the basis of the following steps:

Step 1: determine the procurement approach to determine how to supply the required project items

Step 2: Determine the type of procurement contract with the aim of determining the most appropriate type of contract

Step 3: Procurement planning with the goal of determining the measures required to implement project procurement

Step Four: Procurement control with the aim of monitoring contracts, applying modifications and amendments

Step Five: resolving procurement disputes

4.3.1.11. Project macro planning

This process is done to create a project plan. For this purpose, the following processes were developed and implemented in the Pishgaman Cooperative Group:

Determine the Project Scope in order to clarify and precise the scope of the project.

Staging the project to identify project stages

Determine the project implementation method to identify, prioritize and determine the method of implementation that affects the Project macro planning.

Creating the project plan to create a baseline for measuring the performance of the project at a macro level

4.3.1.12. Project directing

This process is designed to enable the Strategic Council to respond the success of the project deliverable items. For this purpose, the following processes were developed and implemented in the Pishgaman Cooperative Group:

Revision of the project to monitor performance and make appropriate decisions

Approve the Stage Plan to create the Stage Baseline Plan.

4.3.1.13. Stage Planning

The aim of this process is creating the Stage Plan according to Project Baseline Plan. In order to realize this process in the Pishgaman cooperative group, the following sub-processes were defined and implemented:

Stage knowledge exchange to collect stage lessons learning

Creation the stage plan to creation each Stage plan for the next Stage

Offering a proposal to modify the project plan to check the Project Baseline and comparing it according to the progress made

Offering suggestions to improve project policy

Report the end of the stage to compiling the report of the end of the stage

4.3.1.14. Stage Management

The goal of the stage management process is evaluating and monitoring the work done on the work packages. In order to achieve this goal, the following sub-processes were designed and implemented in the Pishgaman Cooperative Group:

determination work packages to complete the approved stage plan

Approval of the work package to create a baseline for measuring the performance of the executive director

Adoption of completed work packages to receive completed work packages based on acceptance criteria

stage review to stage reporting and deciding on the current stage with respect to authority level

4.3.1.15. Delivery of the work package

The goal of this process is to create project deliverable items. For this purpose, the following processes were defined and implemented in the pishgaman cooperative group:

Creating a plan for the purpose of developing a work package

Implementation of the work package with the aim of completing the deliverable items of the work package and reporting

The transfer of the work package with the aim of obtaining approval of the acceptance criteria associated with the delivered items of the completed work package

4.3.1.16. Project closeout

The purpose of this process is to provide a Specific phase that the project will be officially terminated and at that point the project's deliverables will be accepted. Therefore, in order to achieve this goal, the following process was developed and implemented in the pishgaman cooperative group:

Delivery of completed deliverable items based on project charter

4.3.2. Tools

Tools are used as one of the 5 modes for the Elena project management guideline, to create results and implement the actions required for project management. Given the variety of tools and the nature of the pishgaman cooperative group projects, the following tools were used:

Visio Software: To map the structure of Deliverable items breakdown and the structure of the action breakdown

Excel software: To obtain the list of activities

MS Project software: to determine dependencies, resource, time and cost allocation, plotting charts and

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4.3.3. People

In order to empower project control experts in the pishgaman Cooperative Group companies, initially a general training course was held and then, during the monthly periods, processes and sub-processes were fully described and experts were asked to implement the processes in sub-group companies.

5. Conclusion

The success of project-based organizations depends on the efficient and effective management of ongoing projects, and effective and efficient management of projects involves the design and implementation of a project management system.

As a result, the establishment of a project management system in organizations is of great importance. In this study, Elena's project management guideline as one of the most effective project management approaches was implemented in the Yazd pishgaman Cooperative Group.

Given that the structure of the pishgaman group is project-oriented, the knowledge and concept of Elena's project management, as well as the process and systematic vision, were deployed well in the company.

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