

Delivery Performance Domain in PMBOK 7th Edition

Performance Domains



Delivery Performance Domain

Projects support strategy execution and the advancement of business objectives. Project delivery focuses on meeting requirements, scope, and quality expectations to produce the expected deliverables that will drive the intended outcomes.

DELIVERY PERFORMANCE DOMAIN

The Delivery Performance Domain addresses activities and functions associated with delivering the scope and quality that the project was undertaken to achieve.

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

- Projects contribute to business objectives and advancement of strategy
- Projects realize the outcomes they were initiated to deliver.
- Project benefits are realized in the timeframe in which they were planned.
- The project team has a clear understanding of requirements.
- Stakeholders accept and are satisfied with project deliverables.

What is the Delivery Performance Domain?

Focus

Ensuring successful delivery of project deliverables that meet the project's requirements and objectives.

Key Areas

Requirements management, quality management, and cost management are essential components of this domain.

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Importance of Delivery Performance in Project Management

1 Customer Satisfaction

Delivering high-quality deliverables on time and within budget leads to customer satisfaction.

2 Project Success

Effective delivery performance contributes to overall project success and meeting stakeholder expectations.

3 Business Value

Delivery performance ensures the project delivers value to the organization and aligns with business goals.



Key Principles of the Delivery Performance Domain

Requirements Clarity

Clear and well-defined requirements are essential for successful delivery.

Quality Focus

Maintaining quality throughout the project lifecycle is critical for achieving desired outcomes.

Cost Control

Effective cost management ensures the project remains within budget and delivers value.

Risk Management

Identifying, assessing, and mitigating risks related to delivery performance is crucial.

Delivery Performance Domain Definitions

The following definitions are relevant to the Delivery Performance Domain:

Requirement

A condition or capability needed by a stakeholder.

Work Breakdown Structure (WBS)

Hierarchical decomposition of project deliverables.

Definition of Done (DOD)

Criteria that must be met to consider a deliverable complete.

Cost of Quality (COQ)

Cost associated with achieving and maintaining desired quality levels.



Requirements - Requirement Elicitation

To elicit means to draw out, bring forth, or evoke. There is more to collecting requirements than interviewing or conducting focus groups

1

Requirement Gathering

Gathering information from stakeholders to identify their needs and expectations. Requirement gathered should be; Clear, Concise, Verifiable, Consistent, Complete and Traceable

2

Documentation

Documenting requirements clearly, concisely, and in a structured format.

3

Validation

Confirming that the documented requirements meet the stakeholders' needs and expectations.



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Execute Delivery Process Tools and Techniques



Communication

Maintaining clear and regular communication among stakeholders.



Teamwork

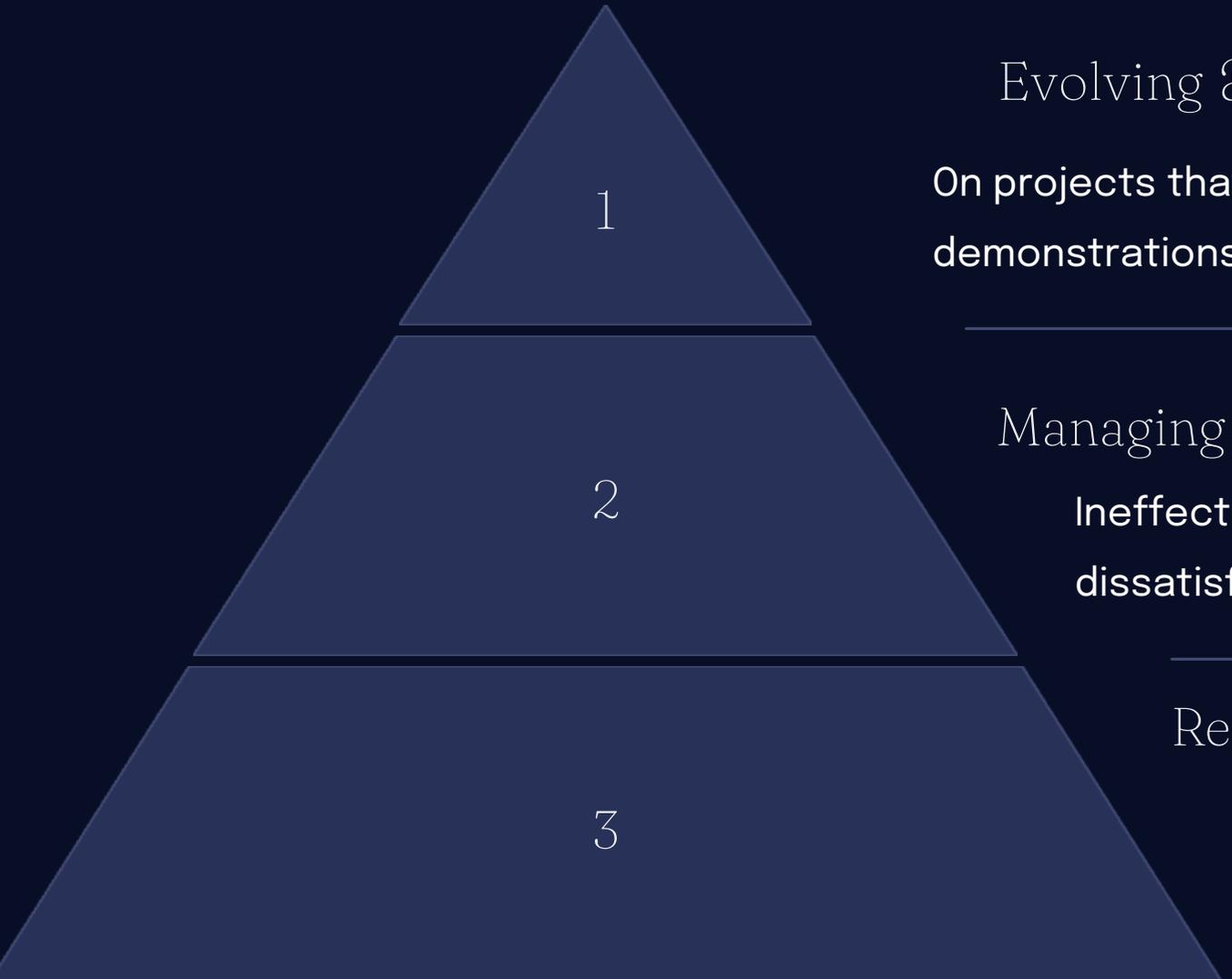
Encouraging collaboration and coordination among team members.



Quality Assurance

Ensuring that deliverables meet the quality standards.

Requirements – Evolving and Discovering & Managing Requirement



1

Evolving & Discovering Requirements

On projects that do not have clearly defined requirement up front, prototypes, demonstrations, storyboards, and mock-ups can be used to evolve the requirements.

2

Managing Requirements

Ineffective requirements management can lead to rework, scope creep, customer dissatisfaction, budge overruns, schedule delay, and overall project failure.

3

Requirement Traceability Matrix

A document that links requirements to deliverables, ensuring that all requirements are met.

Scope Definition

As requirements are identified, the scope that will meet them is defined. Scope is the sum of the products, services, and results to be provided as a project. A scope is defined, it creates the need for more requirements identification. Therefore, like requirements, scope can be well defined up front, it can evolve over time, or it can be discovered



Scope Decomposition

Scope can be elaborated by decomposing it into lower levels of detail using a work breakdown structure (WBS).



Completion of Deliverables

Depending on the approach used, there are different ways to describe component or project completion:

Completion of Deliverables



Stakeholder Lists		Stakeholders
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<input checked="" type="checkbox"/> Name	Dualbing Servicer, Project Volcty	Name Servicals
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Acceptance or Completion Criteria

The criteria required to be met before the customer accepts the deliverable or before the project is considered complete are often documented in a scope statement.

Technical Performance Measures

The technical specifications for a product may be documented in a separate specification document, or they may be documented as an extension to the WBS. This extension, known as WBS dictionary, elaborates the information for each deliverable (work package) in the WBS.

Definition of Done (DoD)

The definition of done is used with adaptive approaches, particularly in software development projects. It is a checklist of all the criteria required to be met so that a deliverable can be considered ready for customer use.

Moving Targets of Completion

Projects that operate in uncertain and rapidly changing environments face the situation that a “good enough for release” or “done” goal may be subject to change. In markets where competitors are releasing new products frequently, the features planned for a new release may be updated.

Projects that operate in a more stable environment often face “**scope creep**”. This is when additional scope or requirements are accepted without adjusting the corresponding schedule, budget, or resource needs. To combat scope creep, project teams use a change control system where all changes are evaluated for the potential value they bring to the project and the potential resources, time, and budget needed to realize the potential value.

Quality – Cost of Quality

The cost of quality (COQ) methodology is used to find the appropriate balance for investing in quality prevention and appraisal to avoid defect or product failures. This model identifies four categories of cost associated with quality: prevention, appraisal, internal failure, and external failure. Prevention and appraisal costs are associated with the cost of compliance to quality requirements. Internal and external failure costs are associated with the cost of noncompliance.



Prevention



External Failure



Internal Failure



Appraisal



Quality – Cost Of Quality

1

Prevention Costs

Costs incurred to prevent defects from occurring in the first place.

2

Appraisal Costs

Costs associated with evaluating the quality of deliverables.

3

Internal Failure Costs

Costs incurred due to defects that are discovered before the deliverables are delivered to the customer.

4

External Failure Costs

Costs incurred due to defects that are discovered after the deliverables are delivered to the customer.

Prevention

1

Product or Service Requirements

such as the establishment of specifications of incoming materials, processes, finished products, and services;

2

Quality Planning

such as the creation of plans for quality, reliability, operations, production, and inspection;

3

Quality Assurance

such as the creation and maintenance of the quality system; and

4

Training

such as the development, preparation, and maintenance of programs.





Appraisal

1

Verification

such as checking incoming material, process setup, and products against agreed specifications;

2

Quality Audit

Such as confirmation that the quality system is functioning correctly; and

3

Supplier Rating

such as assessment and approval of suppliers of products and services.

Internal Failure

Internal failure costs are associated with finding and correcting defects before the customer receives the product. These costs are incurred when the results of work fail to reach design quality standards. Examples include:

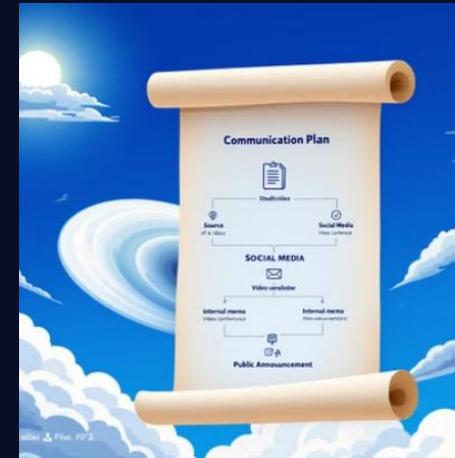


Waste, such as performance of unnecessary work or holding enough stock to account for errors, poor organization, or communication;

Risk Register

	Proposed Mitigation Strategy	Proposed Mitigation Strategy	Proposed Mitigation Strategy	Proposed Mitigation Strategy
Impact	Use the quality of the product to be the main focus of the project.	Use the quality of the product to be the main focus of the project.	Use the quality of the product to be the main focus of the project.	Use the quality of the product to be the main focus of the project.
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Scrap, such as defective product or material that cannot be repaired, used, or sold;



Rework or rectification, such as correction of defective material or errors; and



Failure analysis, such as activities required to establish the causes of internal product or service failure

External Failure

External failure costs are associated with defects found after the customer has the product and with remediation. Note that to consider these failures holistically requires thinking about the project's product while it is in operation after months or years, not just at the handover date

Repair and Servicing, for both returned products and those that are deployed;

Warranty claims, such as failed products that are replaced or services that are re-performed under a guarantee;

Complaints, for all work and costs associated with handling and servicing customers' complaints

Returns, for handling and investigation of rejected or recalled products, including transport costs; and.

Reputation, where reputation and public perception can be damaged depending on the type and severity of defects.



Cost Of Change

1

Early

Changes are less expensive to implement.

10

Mid

Changes become more expensive.

100

Late

Changes are significantly more expensive.

Increase of changes to progress for an changes

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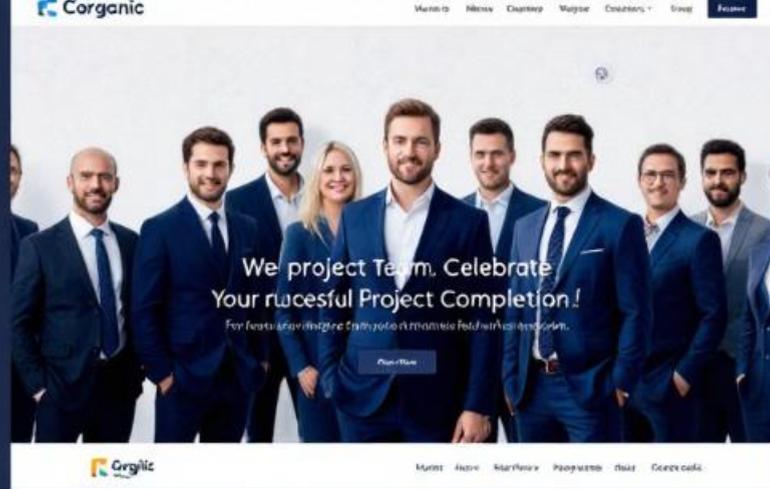
Executing Delivery Process

Resource Allocation

Assigning resources to project tasks.

Task Management

Tracking progress, monitoring deadlines, and addressing issues.





Copy Icon

The copy icon is used to copy text or images from one document to another. It is commonly found in text editors, word processors, and web browsers.



Close

The close icon is used to close a window, tab, or application. It is typically represented by a small 'X' symbol.



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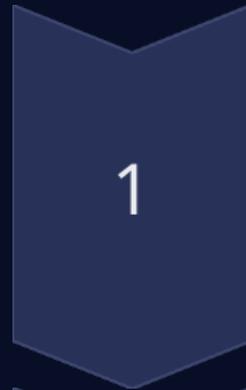
Over the past few years, we have seen a lot of change in the way we do things. Our goal is to continue to grow and improve our services for our clients.

The market is full of opportunities and challenges. We are committed to providing the best service to our clients and to growing our business.

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Our growth is a result of our commitment to our clients and our focus on innovation and excellence.

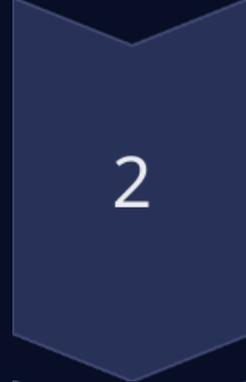
Closing Delivery Process



1

Project Completion

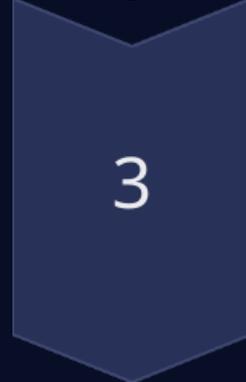
Verifying that all deliverables have been met and approved.



2

Documentation

Documenting project lessons learned and best practices.



3

Closure

Formally closing the project and releasing resources.



Interaction with other Performance Domains

The Delivery Performance Domain is the culmination of the work done in the Planning Performance Domain. The delivery cadence is based on the way work is structured in the Development Approach and Life Cycle Performance Domain. The project Work Performance Domain enables the deliveries by establishing processes, managing physical resources, managing procurements, and so forth.

Checking Results

Checking Outcomes – Delivery Performance Domain

Outcome	Check
<p>Projects contribute to business objectives and advancement of strategy.</p>	<p>The business plan and the organization’s strategic plan, along with the project authorizing documents, demonstrate that the project deliverables and business objectives are aligned.</p>
<p>Projects realize the outcomes they were initiated to deliver.</p>	<p>The business case and underlying data indicate the project is still on track to realize the intended outcomes</p>
<p>Project benefits are realized in the time frame in which they were planned.</p>	<p>The benefits realization plan, business case, and/or schedule indicate that the financial metrics and schedules deliveries are being achieved as planned.</p>
<p>The project team has a clear understanding of requirements.</p>	<p>In predictive development, little change in the initial requirements reflects understanding. In projects where requirements are evolving, a clear understanding of requirements may not take place until well into the projects</p>
<p>Stakeholders accept and are satisfied with project deliverables.</p>	<p>Interviews, observation, and end user feedback indicate stakeholder satisfaction with deliverables. Levels of complaint and returns can also be used to indicate satisfaction.</p>