

Section 2: The Environment in Which Projects Operate

2.1 OVERVIEW

Projects exist and operate in environments that may have an influence on them. These influences can have a favorable or unfavorable impact on the project. Two major categories of influences are enterprise environmental factors (EEFs) and organizational process assets (OPAs).

EEFs originate from the environment outside of the project and often outside of the enterprise. EEFs may have an impact at the organizational, portfolio, program, or project level. See [Section 2.2](#) for additional information on EEFs.

OPAs are internal to the organization. These may arise from the organization itself, a portfolio, a program, another project, or a combination of these. [Figure 2-1](#) shows the breakdown of project influences into EEFs and OPAs. See [Section 2.3](#) for additional information on OPAs.

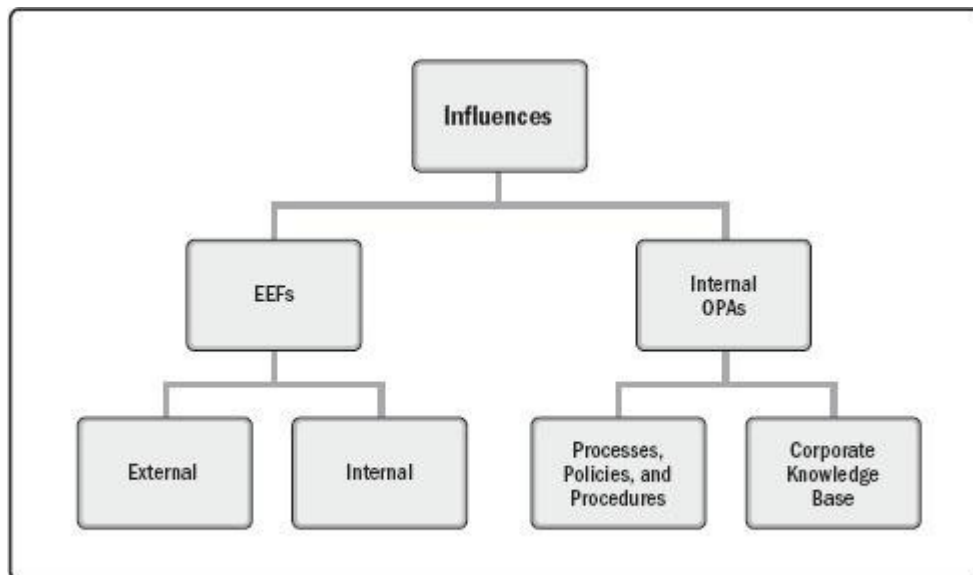


Figure 2-1. Project Influences

In addition to EEFs and OPAs, organizational systems play a significant role in the life cycle of the project. System factors that impact the power, influence, interests, competencies, and political capabilities of the people to act within the organizational system are discussed further in the section on organizational systems (see [Section 2.4](#)).

4.1 DEVELOP PROJECT CHARTER

Develop Project Charter is the process of developing a document that formally authorizes the existence of a project and provides the project manager with the authority to apply organizational resources to project activities. The key benefits of this process are that it provides a direct link

between the project and the strategic objectives of the organization, creates a formal record of the project, and shows the organizational commitment to the project. This process is performed once or at predefined points in the project. The inputs, tools and techniques, and outputs of the process are depicted in [Figure 4-2](#). [Figure 4-3](#) depicts the data flow diagram for the process.

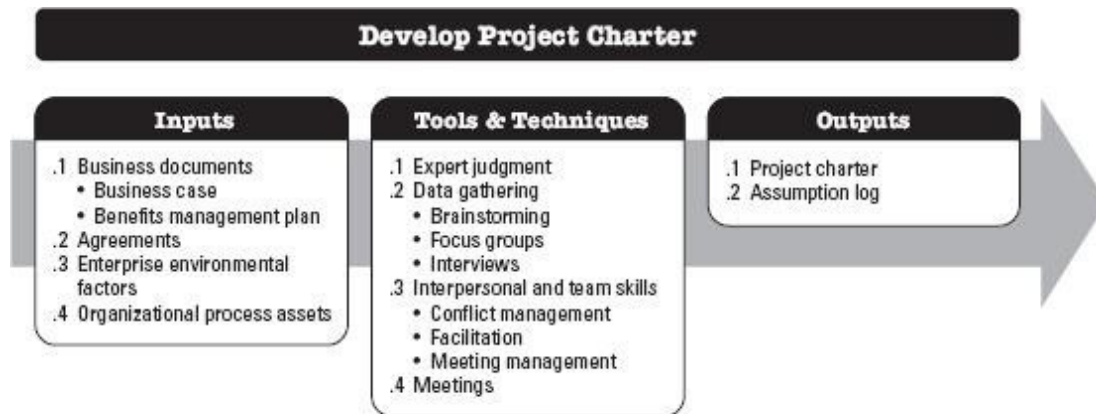


Figure 4-2. Develop Project Charter: Inputs, Tools & Techniques, and Outputs