
What's New in the *PMBOK®* *Guide, Third Edition?*

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Presented by Betty Corbin, PMP

AUM Continuing Education

bcorbin@mail.aum.edu

334-244-3057

www.aum.edu/coned

What is the best use of the PMBOK® Guide?

- a) To provide standard project management terminology.
- b) To describe processes that will help make projects successful.
- c) To look impressive on my bookshelf.
- d) To put me to sleep if I have insomnia.
- e) All of the above.

How many pages?

PMBOK Guide 3rd Ed.

a) 325

b) 350

c) 375

d) 390 

PMBOK Guide 2000

a) 210


b) 216 

c) 237


d) 255

How many processes?

PMBOK Guide 3rd Ed.

- a) 33
- b) 37
- c) 39
- d) 44 

PMBOK Guide 2000

- a) 29
- b) 33
- c) 39 
- d) 41

Changes to processes

- 7 added, 13 renamed, and 2 deleted for a net gain of 5
- Some of the process names have been changed to a verb-object format.
i.e. Quality Control is now Perform Quality Control
- Elimination of core and facilitating designation

New Definitions

- Enterprise environmental factors
- This term includes your company's organizational structure, its values and work ethics, laws and regulations where the work is being performed, characteristics of stakeholders, overall state of the marketplace for your project, and project management software. (page 83)

New Definitions

- Organizational process assets
- Templates for common project documents, organizational policies, software tools, databases of project information, lessons learned, and knowledge bases are examples of ... (page 84)

This replaces historical information as an input to many of the processes.

New Definitions

- Project management plan
- The single, approved document that guides execution, monitoring and control, and closure.

New Definitions

- Methodology
- A system of practices, techniques, procedures, and rules used by those who work in a discipline.

New Definitions

- Corrective action
- Anything done to bring future results in line with the plan.

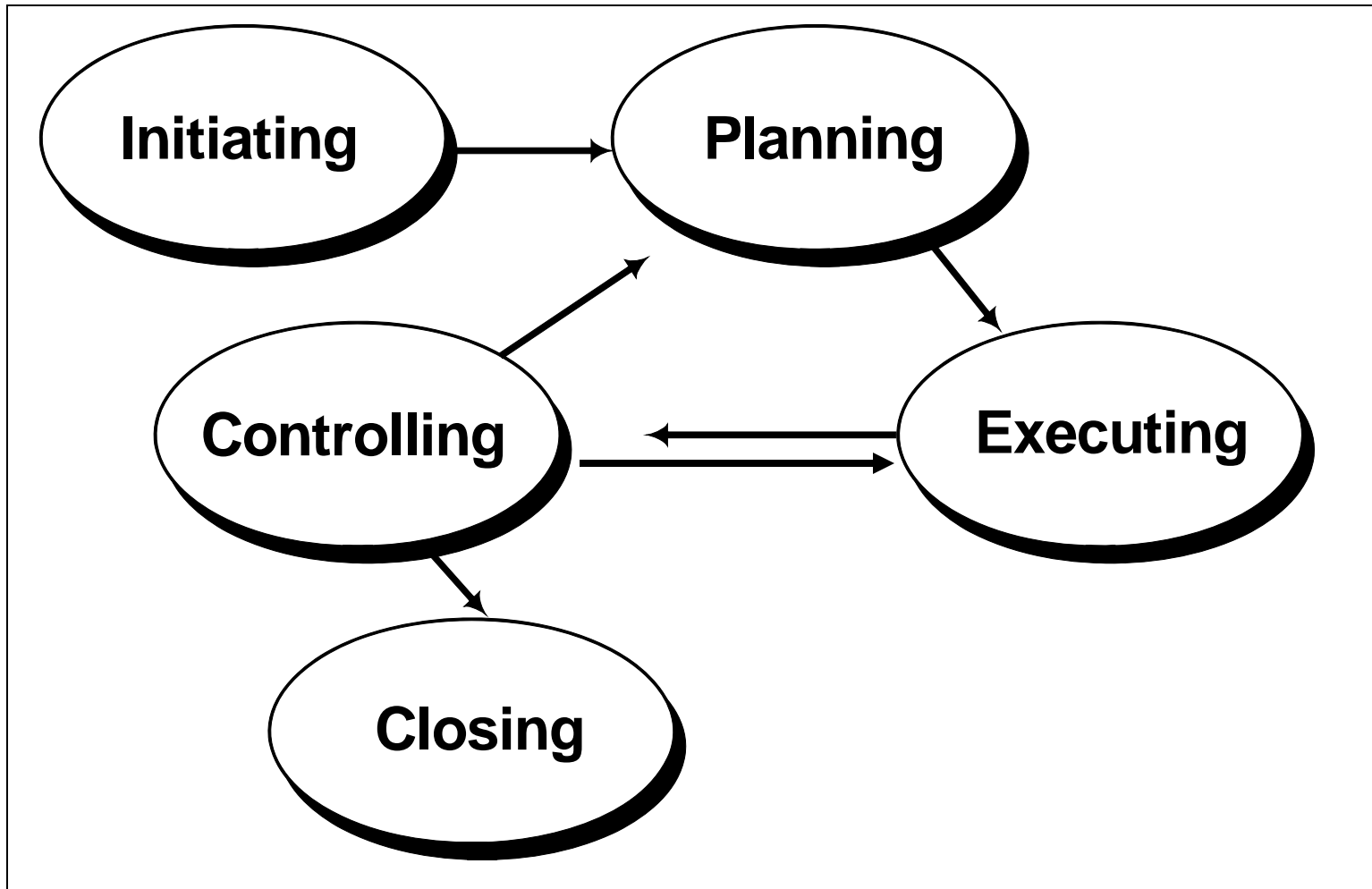
New Definitions

- Project Management Office (PMO)
- An organizational body or entity assigned various responsibilities related to the centralized and coordinated management of those projects under its domain.

New Definitions

- Issue
- A point or matter in question or in dispute, or a point or matter that is not settled and is under discussion or over which there are opposing views or disagreements.

Out with the old--



In with the new --

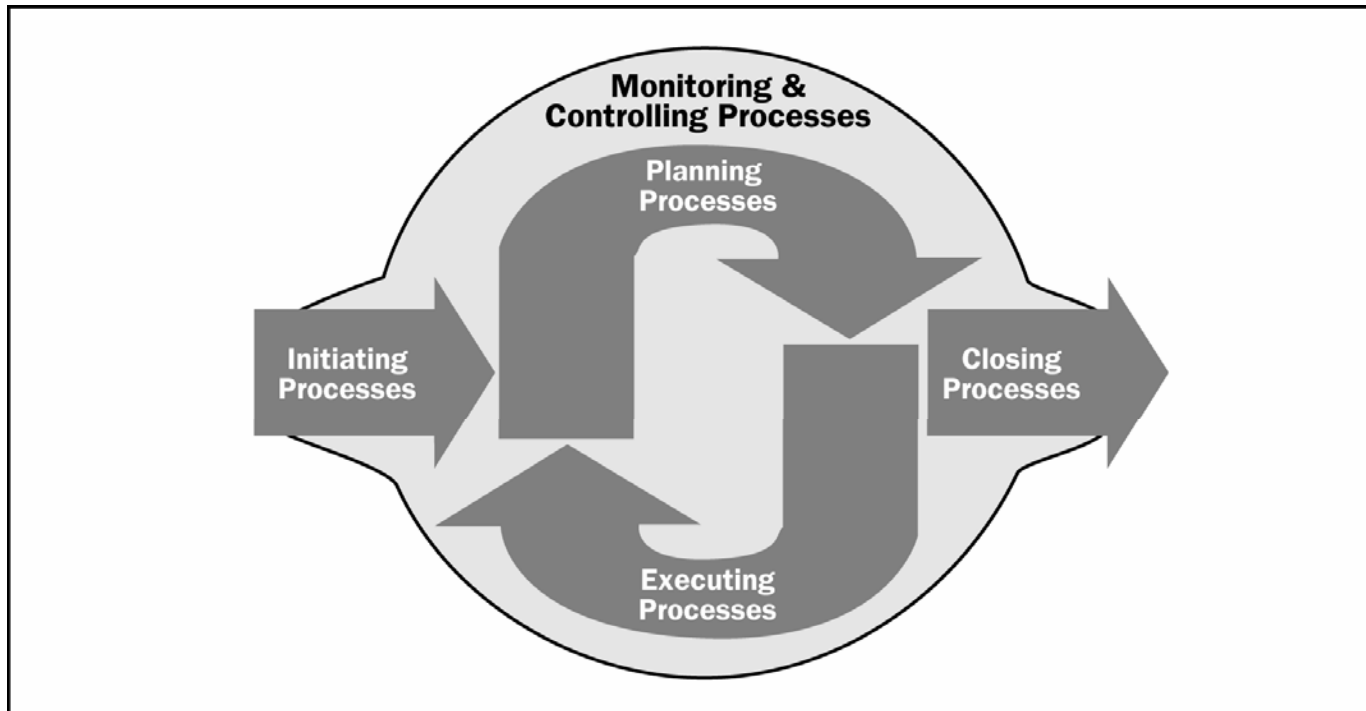


Figure 3-2. Project Management Process Groups Mapped to the Plan-Do-Check-Act Cycle

A Guide to the Project Management Body of Knowledge-Third Edition (PMBOK® Guide). ©2004 Project Management Institute, Inc. All Rights Reserved.

Flowcharts

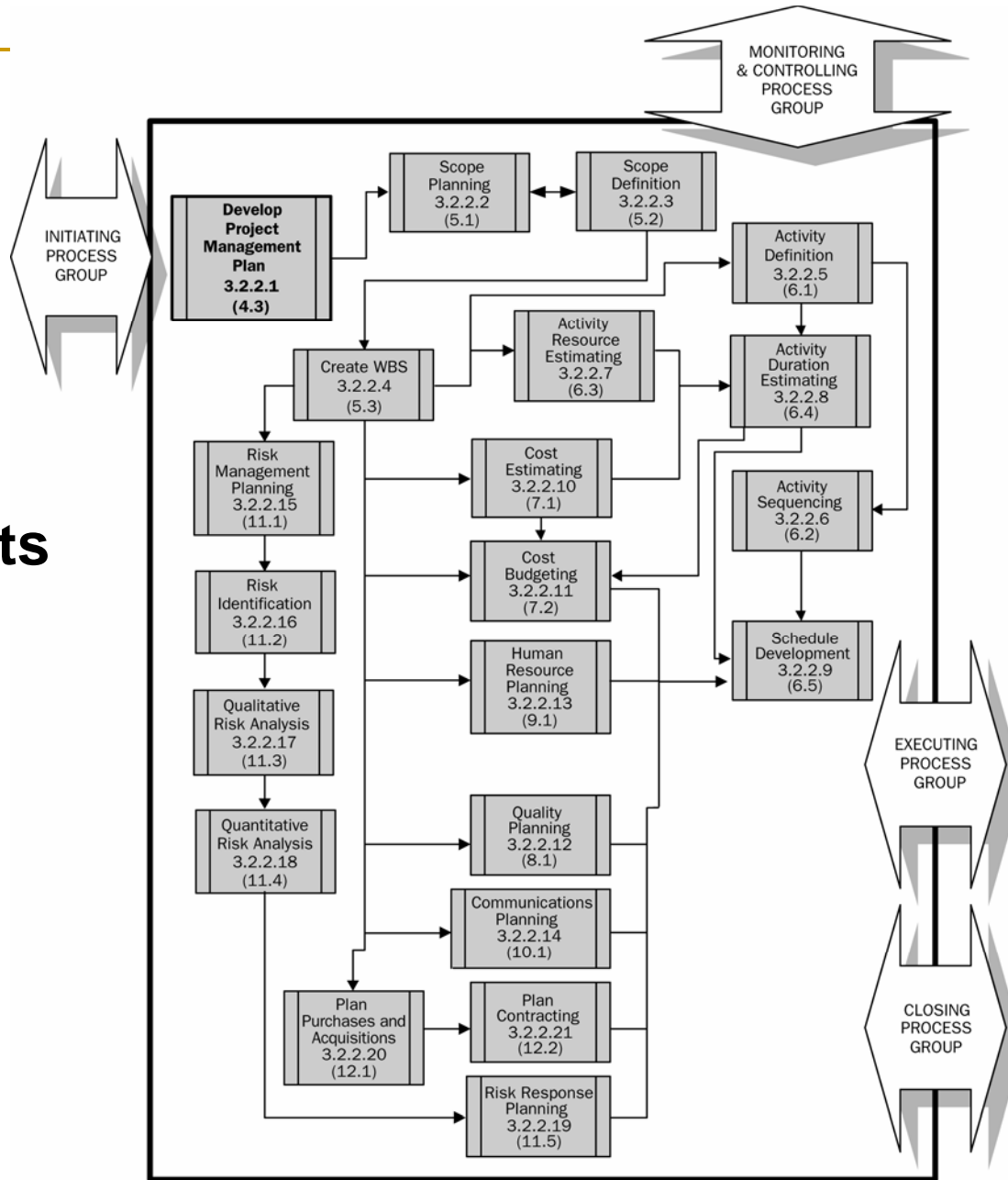


Figure 3-7. Planning Process Group

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1. Integration Management

<i>PMBOK 3rd Edition</i>	<i>PMBOK 2000</i>
Develop Project Charter	
Develop Preliminary Project Scope Statement	
Develop Project Management Plan	Project Plan Development
Direct and Manage Project Execution	Project Plan Execution
Monitor and Control Project Work	
Integrated Change Control	Integrated Change Control
Close Project	

1. Integration Management-3rd Edition

- Develop Project Charter ←———— New
- Develop Preliminary Project Scope Statement ←———— New
- Develop Project Management Plan
- Direct and Manage Project Execution
- Monitor and Control Project Work ←———— New
- Integrated Change Control
- Close Project ←———— New

New Integration Processes

- **Develop Project Charter**
 - Formally authorizes the project
 - Project Charter created
- **Develop Preliminary Project Scope Statement**
 - Documents the characteristics and boundaries of the project and its associated products and services, as well of the methods of acceptance and scope control. An initiating process.

Revised Integration Processes

- Develop Project Management Plan
- Direct and Manage Project Execution
 - Inputs include PM plan, **approved** corrective actions, **approved** preventive actions, **approved** defect repair, **approved** change requests, rejected change requests
 - Outputs include deliverables, requested changes, **implemented** corrective actions, **implemented** preventive actions, **implemented** change requests.

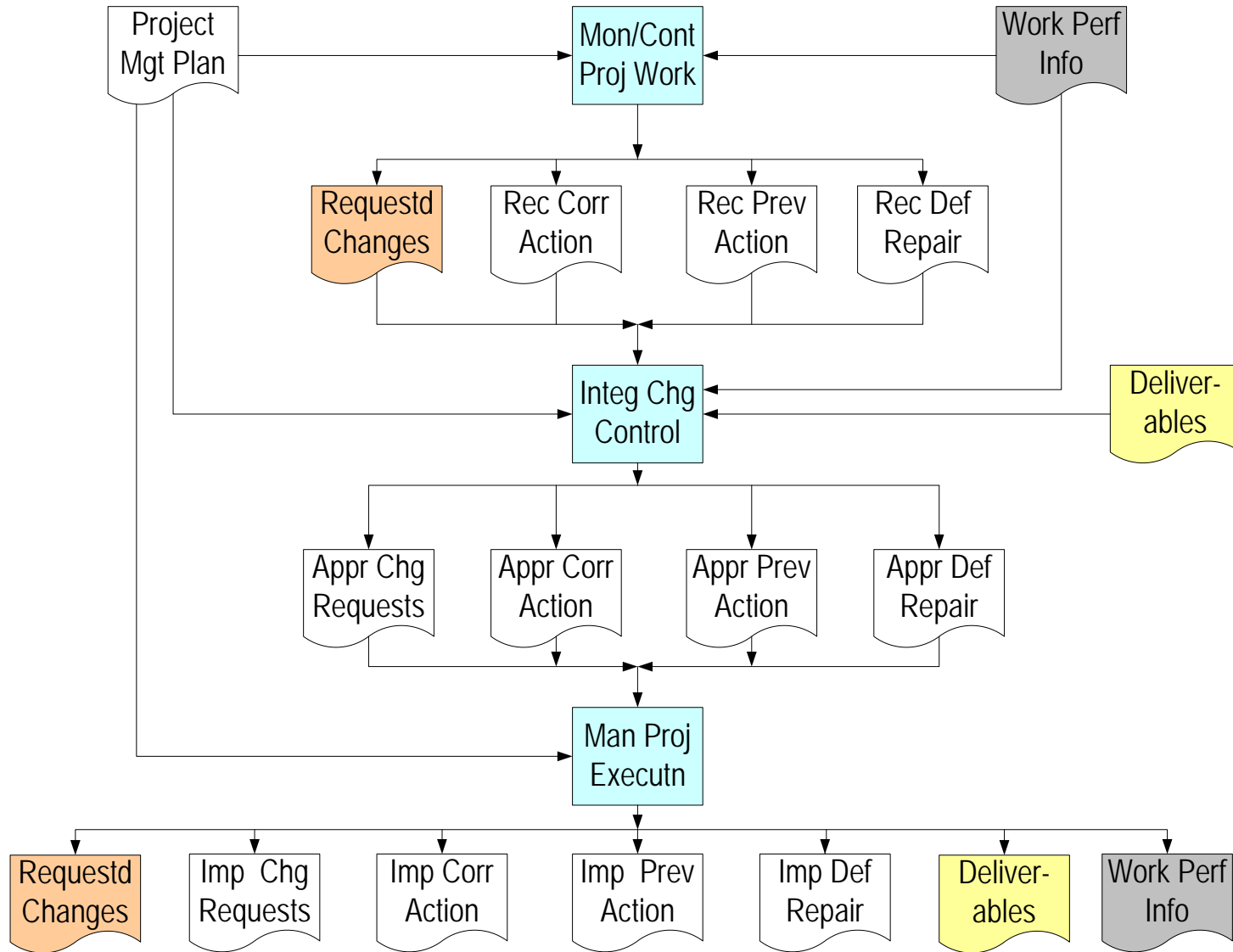
New Integration Process

- Monitor and Control Project Work
 - Focuses on using earned value techniques to monitor progress
 - Outputs include **recommended** corrective action, **recommended** preventive action, **recommended** defect repair and requested changes.

Revised Integration Process

- Integrated Change Control
 - ❑ Inputs include **recommended** corrective actions, **recommended** preventive actions, **recommended** defect repair, requested changes, deliverables.
 - ❑ Outputs include **approved** corrective actions, **approved** preventive actions, **approved** defect repair, **approved** change requests, rejected change requests, PM plan updates, deliverables.
 - ❑ PMIS tool includes the change control system and configuration management.

Integration Processes



New Integration Process

- Close Project
 - ❑ Administrative closure
 - ❑ Contract closure
 - ❑ Formal acceptance and hand over of the product, service or result of the project
 - ❑ Updating any organizational process assets such as procedures, lessons learned, etc.

2. Scope Management

<i>PMBOK 3rd Edition</i>	<i>PMBOK 2000</i>
	Initiation (moved to Integ.)
Scope Planning	Scope Planning
Scope Definition	Scope Definition (WBS)
Create WBS	
Scope Verification	Scope Verification
Scope Control	Scope Change Control

2. Scope Management-3rd Edition

- Scope Planning
 - Project Scope Management Plan
- Scope Definition
 - Project Scope Statement
- Create WBS
- Scope Verification
 - Accepted Deliverables
- Scope Control
 - Requested Changes
 - Recommended Corrective Action

3. Time Management

<i>PMBOK 3rd Edition</i>	<i>PMBOK 2000</i>
Activity Definition	Activity Definition
Activity Sequencing	Activity Sequencing
Activity Resource Estimating (from Cost)	
Activity Duration Estimating	Duration Estimates
Schedule Development	Schedule Development
Schedule Control	Schedule Control

3. Time Management-3rd Edition

- Activity Definition
 - Activity List
- Activity Sequencing
 - Project Network Diagrams
- Activity Resource Estimating ← New
- Activity Duration Estimating
- Schedule Development
 - Project Schedule
- Schedule Control
 - Schedule Updates

Time – New Process

- Activity Resource Estimating
 - Moved from Cost
 - New Outputs
 - Resource Breakdown Structure, a hierarchical structure of the identified resources by resource category and resource type
 - Resource calendar that documents working days and nonworking days for each resource


4. Cost Management

<i>PMBOK 3rd Edition</i>	<i>PMBOK 2000</i>
	Resource Planning (moved to Time)
Cost Estimating	Cost Estimating
Cost Budgeting	Cost Budgeting
Cost Control	Cost Control

4. Cost Management-3rd Edition

- Cost Estimating
 - Activity Cost Estimates
- Cost Budgeting
 - Cost Baseline
 - Funding Requirements
- Cost Control
 - Performance Measures
 - Forecasted Completion
 - Recommended Corrective Action

Earned Value – CPI vs. CPI^c

	Week 2	Week 4	Week 6	Week 8
Plan - % complete	25%	50%	75%	100%
miles	5	10	15	20
PV (mi * 15K or % * BAC)	75K	150K	225K	300K
				
Actual -				BAC
miles	4 mi	8 mi		
% comp	20%	40%		
EV (mi*15K or % * BAC)	60K	120K		
AC	55K	130K		
CV = EV-AC	5K	-10		
SV = EV-PV	-15K	-30		
CPI = EV/AC	1.09	0.92		
SPI = EV/PV	0.8	0.8		
EAC = BAC/CPI	275,229	325,000		
ETC = EAC - AC	220,229	195,000		
VAC = BAC - EAC	24,771	(25,000)		

Earned Value – sample problem

Project X was projected to take four months and cost \$70,000 per month. At the end of month one, the project was 20% complete and had spent \$89,000. At the end of month two, it was 40% complete and had spent \$151,000. What is the cumulative CPI (CPI^c) for Project X at the end of month two?

$$\text{BAC} = \$280,000, \text{EV} = 40\% * \$280,000 = \$112,000$$

$$\text{CPI}^c = \$112,000 / \$151,000 = .74$$

5. Quality Management

<i>PMBOK 3rd Edition</i>	<i>PMBOK 2000</i>
Quality Planning	Quality Planning
Perform Quality Assurance	Quality Assurance
Perform Quality Control	Quality Control

5. Quality Management-3rd Edition

- Quality Planning
 - Quality Management Plan
 - Quality Baseline
- Perform Quality Assurance
 - Requested (process) Changes
 - Recommended Corrective Action
- Perform Quality Control
 - Quality Control Measurements
 - Recommended Defect Repair
 - Recommended Corrective and Preventive Actions

6. Human Resources Management

<i>PMBOK 3rd Edition</i>	<i>PMBOK 2000</i>
Human Resources Planning	Organizational Planning
Acquire Project Team	Staff Acquisition
Develop Project Team	Team Development
Manage Project Team	

6. Human Resources-3rd Edition

- Human Resources Planning
 - Roles and Responsibilities
 - Staffing Management Plan
- Acquire Project Team
 - Staff Assignments
- Develop Project Team
 - Team Performance Assessment
- Manage Project Team ← New
 - Requested Changes
 - Recommended Corrective Action

Manage Project Team

- Involves tracking team member performance, providing feedback, resolving issues, and coordinating changes to enhance project performance.
- Tools and techniques include observation and conversation, project performance appraisals, conflict management and issues logs.
- Outputs include requested changes and recommended corrective and preventive actions.

7. Communications Management

<i>PMBOK 3rd Edition</i>	<i>PMBOK 2000</i>
Communications Planning	Communications Planning
Information Distribution	Information Distribution
Performance Reporting	Performance Reporting
	Administrative Closure (moved to Integration)
Manage Stakeholders	

7. Communications Management-3rd Ed

- Communications Planning
 - Communications Management Plan
- Information Distribution
 - OPA i.e. Project Records, Reports
 - Requested Changes
- Performance Reporting
 - Performance Reports
 - Requested Changes
- Manage Stakeholders ← New
 - Resolved Issues
 - Approved Change Requests

Manage Stakeholders

- Refers to managing communications to satisfy the needs of, and resolve issues with, project stakeholders.
- Tools and techniques include communications methods (meetings, emails, phone calls, etc.) and issues logs.
- Outputs include resolved issues, approved change requests, and approved corrective actions.

8. Risk Management

<i>PMBOK 3rd Edition</i>	<i>PMBOK 2000</i>
Risk Management Planning	Risk Management Planning
Risk Identification	Risk Identification
Qualitative Risk Analysis	Qualitative Risk Analysis
Quantitative Risk Analysis	Quantitative Risk Analysis
Risk Response Planning	Risk Response Planning
Risk Monitoring and Control	Risk Monitoring and Control

8. Risk Management-3rd Edition

- Risk Management Planning
 - Risk Management Plan
- Risk Identification
 - Risk Register ←———— New Term
- Qualitative Analysis
 - Risk Register Updated with Ranking or Priority
- Quantitative Analysis
 - Prioritized List of Quantified Risks Added to Risk Register
- Risk Response Planning
 - Risk Register Updated with Appropriate Responses
- Risk Monitoring and Control
 - Risk Register Updates, Requested Changes, Recommended Corrective Actions

Risk Register (output)

- Details all identified risks, including description, category, cause, probability of occurring, impact on objectives, proposed responses, owners, and current status.
- Contains results of qualitative risk analysis, quantitative risk analysis, and risk response planning.
- Is a component of the project management plan.

9. Procurement Management

- The words “procure,” “solicit,” and “solicitation” have been removed to recognize the negative connotation of these words in various areas of the world.
- This chapter assumes that the buyer of items for the project is within the project team and the seller is external.
- This chapter assumes that a formal contractual relationship is formed.

9. Procurement Management

<i>PMBOK 3rd Edition</i>	<i>PMBOK 2000</i>
Plan Purchases and Acquisitions	Procurement Planning
Plan Contracting	Solicitation Planning
Request Seller Responses	Solicitation
Select Sellers	Source Selection
Contract Administration	Contract Administration
Contract Closure	Contract Closeout

9. Procurement Management-3rd Edition

- Plan Purchases and Acquisitions
 - Procurement Management Plan, Contract SOW
- Plan Contracting
 - Procurement Documents, Evaluation Criteria
- Request Seller Responses
 - Proposals Received, Qualified Sellers List
- Select Sellers
 - Contract, Contract Management Plan
- Contract Administration
 - Contract Documentation, Requested Changes
- Contract Closure
 - Closed Contracts

Contract Administration

- Now includes inputs, tools, and outputs for seller performance evaluation.
- New tools include buyer-conducted performance reviews and inspection and auditing.
- New outputs include requested changes and recommended corrective actions.

Why are you glad you are already a PMP?

- a) I'm glad I took it when I was younger and my brain was fresher.
- b) The new PMBOK® Guide is longer and has more processes.
- c) The new test is harder.
- d) All of the above.

Questions?

Thank you!

Betty Corbin, PMP
Auburn University Montgomery
Continuing Education
www.aum.edu/coned