



# Project Management Body of Knowledge (PMBOK)

PMI 2013

PMBOK 5<sup>th</sup> Edition Changes

William R. Ball, PMP  
Quality Solutions LLC

# Summary of Changes

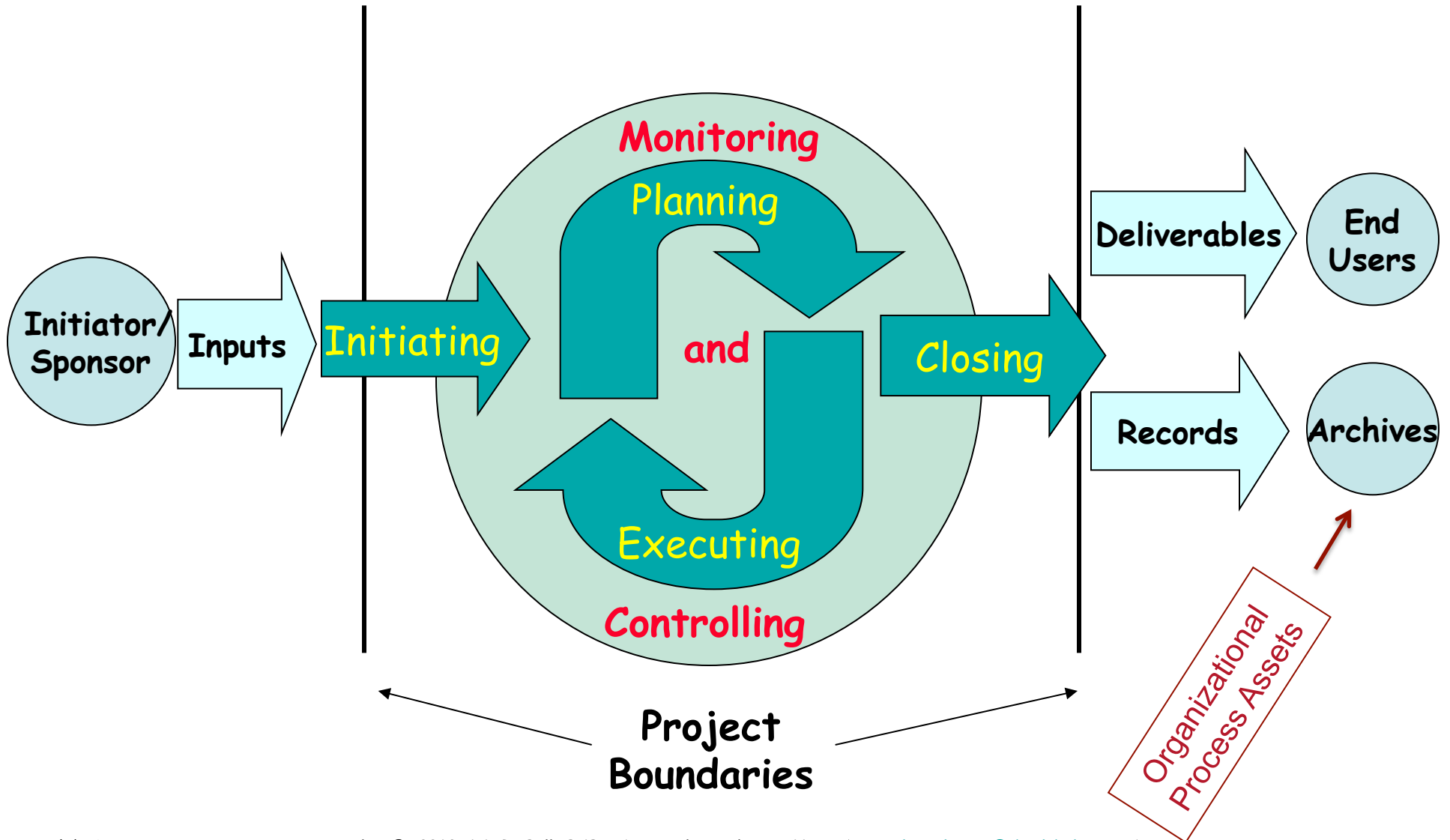
- New Knowledge Area - Project Stakeholder Management
- Two processes moved from Communications to Stakeholder Knowledge Area
  - Identify Stakeholders
  - Manage Stakeholder Engagement
- Five new processes - 4 Planning; 1 Control
  - Plan Scope Management
  - Plan Schedule Management
  - Plan Cost Management
  - Plan Stakeholder Management
  - Control Stakeholder Engagement

# Summary of Changes

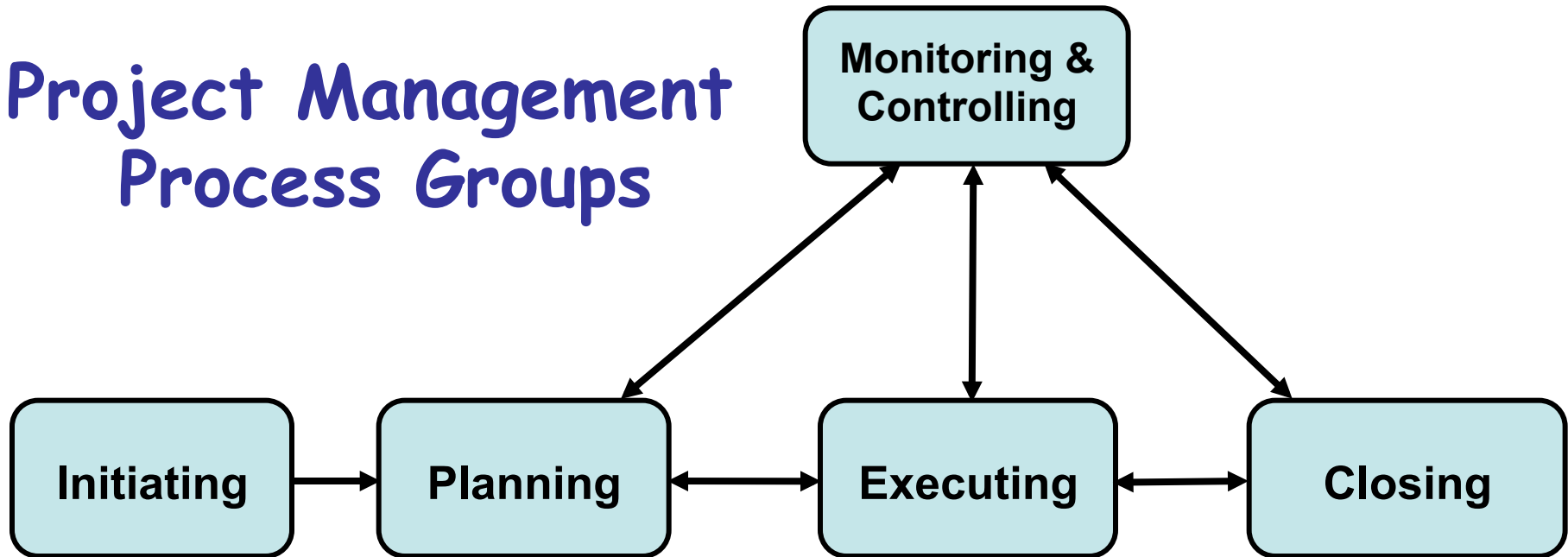
- Revisions - emphasis on consistency and clarity
- Section 3 of PMBOK 4
  - Old section moved to an Annex and updated
  - New Section 3 explains processes at a higher level
- Wording Changes
  - "Perform Quality Control" to "Control Quality"
  - "happy" to "glad" - "glad" to "happy"
- Many, many "ITTO" Changes

How many people here tonight  
have a PMP credential?

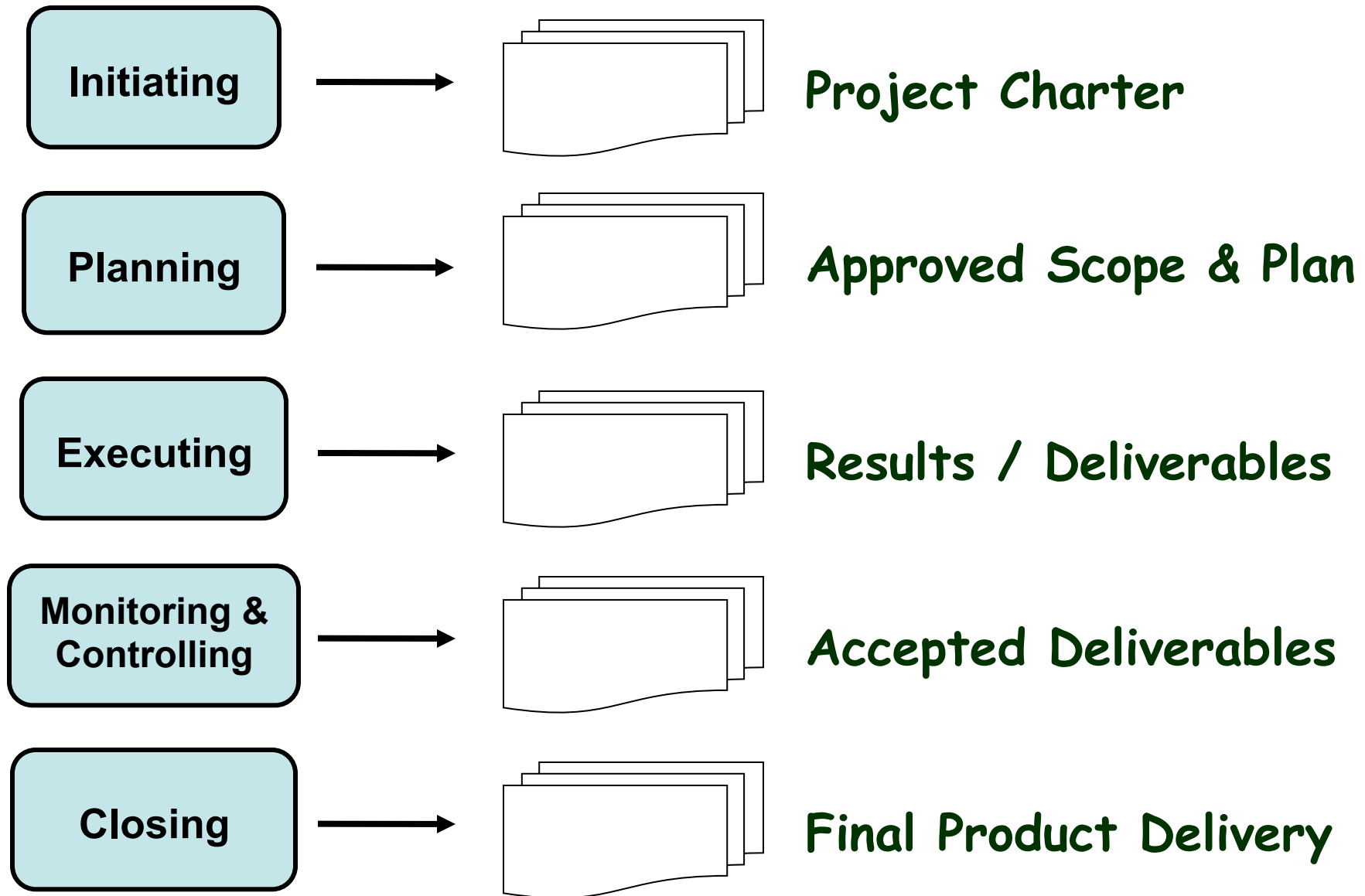
# The Project Management Process



# Project Management Process Groups



# Process Groups



## Initiating

|                                |
|--------------------------------|
| INTEGRATION                    |
| <b>Develop Project Charter</b> |
| COMMUNICATIONS                 |
| <b>Identify Stakeholders</b>   |

**2**

## Planning

|   |                                    |  |
|---|------------------------------------|--|
| INTEGRATION                               | SCOPE                              | TIME                                     |
| <b>Develop Project Management Plan</b>    | <b>Collect Requirements</b>        | <b>Define Activities</b>                 |
| COST                                      | SCOPE                              | TIME                                     |
| <b>Estimate Costs</b>                     | <b>Define Scope</b>                | <b>Sequence Activities</b>               |
| COST                                      | SCOPE                              | TIME                                     |
| <b>Determine Budget</b>                   | <b>Create WBS</b>                  | <b>Estimate Activity Resources</b>       |
| QUALITY                                   | HUMAN RESOURCE                     | TIME                                     |
| <b>Plan Quality</b>                       | <b>Develop Human Resource Plan</b> | <b>Estimate Activity Durations</b>       |
| COMMUNICATIONS                            | PROCUREMENT                        | TIME                                     |
| <b>Plan Communications</b>                | <b>Plan Procurements</b>           | <b>Develop Schedule</b>                  |
| RISK                                      | RISK                               | RISK                                     |
| <b>Plan Risk Management</b>               | <b>Identify Risks</b>              | <b>Perform Qualitative Risk Analysis</b> |
| RISK                                      | RISK                               |  |
| <b>Perform Quantitative Risk Analysis</b> | <b>Plan Risk Responses</b>         |  |

**20**

## Executing

|  |
|--|
| INTEGRATION                                  |
| <b>Direct &amp; Manage Project Execution</b> |
| QUALITY                                      |
| <b>Perform Quality Assurance</b>             |
| HUMAN RESOURCE                               |
| <b>Acquire Project Team</b>                  |
| HUMAN RESOURCE                               |
| <b>Develop Project Team</b>                  |
| HUMAN RESOURCE                               |
| <b>Manage Project Team</b>                   |
| COMMUNICATIONS                               |
| <b>Distribute Information</b>                |
| COMMUNICATIONS                               |
| <b>Manage Stakeholder Expectations</b>       |
| PROCUREMENT                                  |
| <b>Conduct Procurements</b>                  |

## Monitoring & Controlling

|   |  |
|---|--|
| INTEGRATION                               | INTEGRATION                              |
| <b>Monitor &amp; Control Project Work</b> | <b>Perform Integrated Change Control</b> |
| QUALITY                                   | COMMUNICATIONS                           |
| <b>Perform Quality Control</b>            | <b>Report Performance</b>                |
| SCOPE                                     | SCOPE                                    |
| <b>Verify Scope</b>                       | <b>Control Scope</b>                     |
| TIME                                      | COST                                     |
| <b>Control Schedule</b>                   | <b>Control Costs</b>                     |
| RISK                                      | PROCUREMENT                              |
| <b>Monitor &amp; Control Risks</b>        | <b>Administer Procurements</b>           |

**10**

# PMI Process Groups PMBOK®, 4<sup>th</sup> Edition

**8**

## Closing

|                               |
|-------------------------------|
| INTEGRATION                   |
| <b>Close Project or Phase</b> |
| PROCUREMENT                   |
| <b>Close Procurements</b>     |

**2**



## Initiating

|                         |
|-------------------------|
| INTEGRATION             |
| Develop Project Charter |

|                       |
|-----------------------|
| STAKEHOLDER           |
| Identify Stakeholders |

2

24

## Planning

|                                 |
|---------------------------------|
| INTEGRATION                     |
| Develop Project Management Plan |

|                       |
|-----------------------|
| SCOPE                 |
| Plan Scope Management |

|                          |
|--------------------------|
| TIME                     |
| Plan Schedule Management |

|                      |
|----------------------|
| COST                 |
| Plan Cost Management |

|                      |
|----------------------|
| SCOPE                |
| Collect Requirements |

|                   |
|-------------------|
| TIME              |
| Define Activities |

|                |
|----------------|
| COST           |
| Estimate Costs |

|              |
|--------------|
| SCOPE        |
| Define Scope |

|                     |
|---------------------|
| TIME                |
| Sequence Activities |

|                  |
|------------------|
| COST             |
| Determine Budget |

|            |
|------------|
| SCOPE      |
| Create WBS |

|                             |
|-----------------------------|
| TIME                        |
| Estimate Activity Resources |

|                         |
|-------------------------|
| QUALITY                 |
| Plan Quality Management |

|                                |
|--------------------------------|
| HUMAN RESOURCE                 |
| Plan Human Resource Management |

|                             |
|-----------------------------|
| TIME                        |
| Estimate Activity Durations |

|                                |
|--------------------------------|
| COMMUNICATIONS                 |
| Plan Communications Management |

|                             |
|-----------------------------|
| STAKEHOLDER                 |
| Plan Stakeholder Management |

|                  |
|------------------|
| TIME             |
| Develop Schedule |

|                      |
|----------------------|
| RISK                 |
| Plan Risk Management |

|                |
|----------------|
| RISK           |
| Identify Risks |

|                                   |
|-----------------------------------|
| RISK                              |
| Perform Qualitative Risk Analysis |

|                                    |
|------------------------------------|
| RISK                               |
| Perform Quantitative Risk Analysis |

|                     |
|---------------------|
| RISK                |
| Plan Risk Responses |

|                             |
|-----------------------------|
| PROCUREMENT                 |
| Plan Procurement Management |

## Executing

|                              |
|------------------------------|
| INTEGRATION                  |
| Direct & Manage Project Work |

|                           |
|---------------------------|
| QUALITY                   |
| Perform Quality Assurance |

|                      |
|----------------------|
| HUMAN RESOURCE       |
| Acquire Project Team |

|                      |
|----------------------|
| HUMAN RESOURCE       |
| Develop Project Team |

|                     |
|---------------------|
| HUMAN RESOURCE      |
| Manage Project Team |

|                       |
|-----------------------|
| COMMUNICATIONS        |
| Manage Communications |

|                               |
|-------------------------------|
| STAKEHOLDER                   |
| Manage Stakeholder Engagement |

|                      |
|----------------------|
| PROCUREMENT          |
| Conduct Procurements |

## Monitoring & Controlling

|                                |
|--------------------------------|
| INTEGRATION                    |
| Monitor & Control Project Work |

|                 |
|-----------------|
| QUALITY         |
| Control Quality |

|                |
|----------------|
| SCOPE          |
| Validate Scope |

|                  |
|------------------|
| TIME             |
| Control Schedule |

|               |
|---------------|
| RISK          |
| Control Risks |

|                                   |
|-----------------------------------|
| INTEGRATION                       |
| Perform Integrated Change Control |

|                        |
|------------------------|
| COMMUNICATIONS         |
| Control Communications |

|               |
|---------------|
| SCOPE         |
| Control Scope |

|               |
|---------------|
| COST          |
| Control Costs |

|                      |
|----------------------|
| PROCUREMENT          |
| Control Procurements |

|                                |
|--------------------------------|
| STAKEHOLDER                    |
| Control Stakeholder Engagement |

## Closing

|                        |
|------------------------|
| INTEGRATION            |
| Close Project or Phase |

|                    |
|--------------------|
| PROCUREMENT        |
| Close Procurements |

2

11

8

PMI Process Groups  
PMBOK®, 5th Edition

## Initiating

|                         |
|-------------------------|
| INTEGRATION             |
| Develop Project Charter |

|                       |
|-----------------------|
| STAKEHOLDER           |
| Identify Stakeholders |

2

## Planning

|                                 |
|---------------------------------|
| INTEGRATION                     |
| Develop Project Management Plan |

|                       |
|-----------------------|
| SCOPE                 |
| Plan Scope Management |

|                          |
|--------------------------|
| TIME                     |
| Plan Schedule Management |

|                      |
|----------------------|
| COST                 |
| Plan Cost Management |

|                      |
|----------------------|
| SCOPE                |
| Collect Requirements |

|                   |
|-------------------|
| TIME              |
| Define Activities |

|                |
|----------------|
| COST           |
| Estimate Costs |

|              |
|--------------|
| SCOPE        |
| Define Scope |

|                     |
|---------------------|
| TIME                |
| Sequence Activities |

|                  |
|------------------|
| COST             |
| Determine Budget |

|            |
|------------|
| SCOPE      |
| Create WBS |

|                             |
|-----------------------------|
| TIME                        |
| Estimate Activity Resources |

|                         |
|-------------------------|
| QUALITY                 |
| Plan Quality Management |

|                                |
|--------------------------------|
| HUMAN RESOURCE                 |
| Plan Human Resource Management |

|                             |
|-----------------------------|
| TIME                        |
| Estimate Activity Durations |

|                                |
|--------------------------------|
| COMMUNICATIONS                 |
| Plan Communications Management |

|                             |
|-----------------------------|
| STAKEHOLDER                 |
| Plan Stakeholder Management |

|                  |
|------------------|
| TIME             |
| Develop Schedule |

|                      |
|----------------------|
| RISK                 |
| Plan Risk Management |

|                |
|----------------|
| RISK           |
| Identify Risks |

|                                   |
|-----------------------------------|
| RISK                              |
| Perform Qualitative Risk Analysis |

|                                    |
|------------------------------------|
| RISK                               |
| Perform Quantitative Risk Analysis |

|                     |
|---------------------|
| RISK                |
| Plan Risk Responses |

|                             |
|-----------------------------|
| PROCUREMENT                 |
| Plan Procurement Management |

24

## Executing

|                              |
|------------------------------|
| INTEGRATION                  |
| Direct & Manage Project Work |

|                           |
|---------------------------|
| QUALITY                   |
| Perform Quality Assurance |

|                      |
|----------------------|
| HUMAN RESOURCE       |
| Acquire Project Team |

|                      |
|----------------------|
| HUMAN RESOURCE       |
| Develop Project Team |

|                     |
|---------------------|
| HUMAN RESOURCE      |
| Manage Project Team |

|                       |
|-----------------------|
| COMMUNICATIONS        |
| Manage Communications |

|                               |
|-------------------------------|
| STAKEHOLDER                   |
| Manage Stakeholder Engagement |

|                      |
|----------------------|
| PROCUREMENT          |
| Conduct Procurements |

## Monitoring & Controlling

|                                |
|--------------------------------|
| INTEGRATION                    |
| Monitor & Control Project Work |

|                 |
|-----------------|
| QUALITY         |
| Control Quality |

|                |
|----------------|
| SCOPE          |
| Validate Scope |

|                  |
|------------------|
| TIME             |
| Control Schedule |

|               |
|---------------|
| RISK          |
| Control Risks |

|                                   |
|-----------------------------------|
| INTEGRATION                       |
| Perform Integrated Change Control |

|                        |
|------------------------|
| COMMUNICATIONS         |
| Control Communications |

|               |
|---------------|
| SCOPE         |
| Control Scope |

|               |
|---------------|
| COST          |
| Control Costs |

|                      |
|----------------------|
| PROCUREMENT          |
| Control Procurements |

|                                |
|--------------------------------|
| STAKEHOLDER                    |
| Control Stakeholder Engagement |

8

## Closing

|                        |
|------------------------|
| INTEGRATION            |
| Close Project or Phase |

|                    |
|--------------------|
| PROCUREMENT        |
| Close Procurements |

2

11

PMI Process Groups  
PMBOK®, 5th Edition

New Process in 5th Edition

# PMI Knowledge Areas

|  |   |  |
|--|---|--|
| Project<br><b>Integration</b><br>Management    | Project<br><b>Scope</b><br>Management   | Project<br><b>Time</b><br>Management           |
| Project<br><b>Cost</b><br>Management           | Project<br><b>Quality</b><br>Management | Project<br><b>Human Resource</b><br>Management |
| Project<br><b>Communications</b><br>Management | Project<br><b>Risk</b><br>Management    | Project<br><b>Procurement</b><br>Management    |

|   |  |  |
|---|--|--|
| Project<br><b>Scope</b><br>Management                               | Project<br><b>Time</b><br>Management           | Project<br><b>Cost</b><br>Management           |
| Project<br><b>Quality</b><br>Management                             | Project<br><b>Human Resource</b><br>Management | Project<br><b>Communications</b><br>Management |
| Project<br><b>Risk</b><br>Management                                | Project<br><b>Procurement</b><br>Management    | Project<br><b>Integration</b><br>Management    |
| <b>PMI Knowledge Areas</b><br><b>PMBOK®, 5<sup>th</sup> Edition</b> |  | Project<br><b>Stakeholder</b><br>Management    |

| <u>INTEGRATION</u>                               | <u>SCOPE</u>                  | <u>TIME</u>                         | <u>COST</u>              | <u>HUMAN RESOURCE</u>                         | <u>COMMUNICATIONS</u>                             | <u>RISK</u>                                | <u>PROCUREMENT</u>                     |
|--|-------------------------------|-------------------------------------|--------------------------|---|---|--|--|
| INTEGRATION<br>Develop Project Charter           | SCOPE<br>Collect Requirements | TIME<br>Define Activities           | COST<br>Estimate Costs   | HUMAN RESOURCE<br>Develop Human Resource Plan | COMMUNICATIONS<br>Identify Stakeholders           | RISK<br>Plan Risk Management               | PROCUREMENT<br>Plan Procurements       |
| INTEGRATION<br>Develop Project Management Plan   | SCOPE<br>Define Scope         | TIME<br>Sequence Activities         | COST<br>Determine Budget | HUMAN RESOURCE<br>Acquire Project Team        | COMMUNICATIONS<br>Plan Communications             | RISK<br>Identify Risks                     | PROCUREMENT<br>Conduct Procurements    |
| INTEGRATION<br>Direct & Manage Project Execution | SCOPE<br>Create WBS           | TIME<br>Estimate Activity Resources | COST<br>Control Costs    | HUMAN RESOURCE<br>Develop Project Team        | COMMUNICATIONS<br>Distribute Information          | RISK<br>Perform Qualitative Risk Analysis  | PROCUREMENT<br>Administer Procurements |
| INTEGRATION<br>Monitor & Control Project Work    | SCOPE<br>Verify Scope         | TIME<br>Estimate Activity Durations |                          | HUMAN RESOURCE<br>Manage Project Team         | COMMUNICATIONS<br>Manage Stakeholder Expectations | RISK<br>Perform Quantitative Risk Analysis | PROCUREMENT<br>Close Procurements      |
| INTEGRATION<br>Perform Integrated Change Control | SCOPE<br>Control Scope        | TIME<br>Develop Schedule            |                          |   | COMMUNICATIONS<br>Report Performance              | RISK<br>Plan Risk Responses                |  |
| INTEGRATION<br>Close Project or Phase            |                               | TIME<br>Control Schedule            |                          |   |   | RISK<br>Monitor & Control Risks            |  |

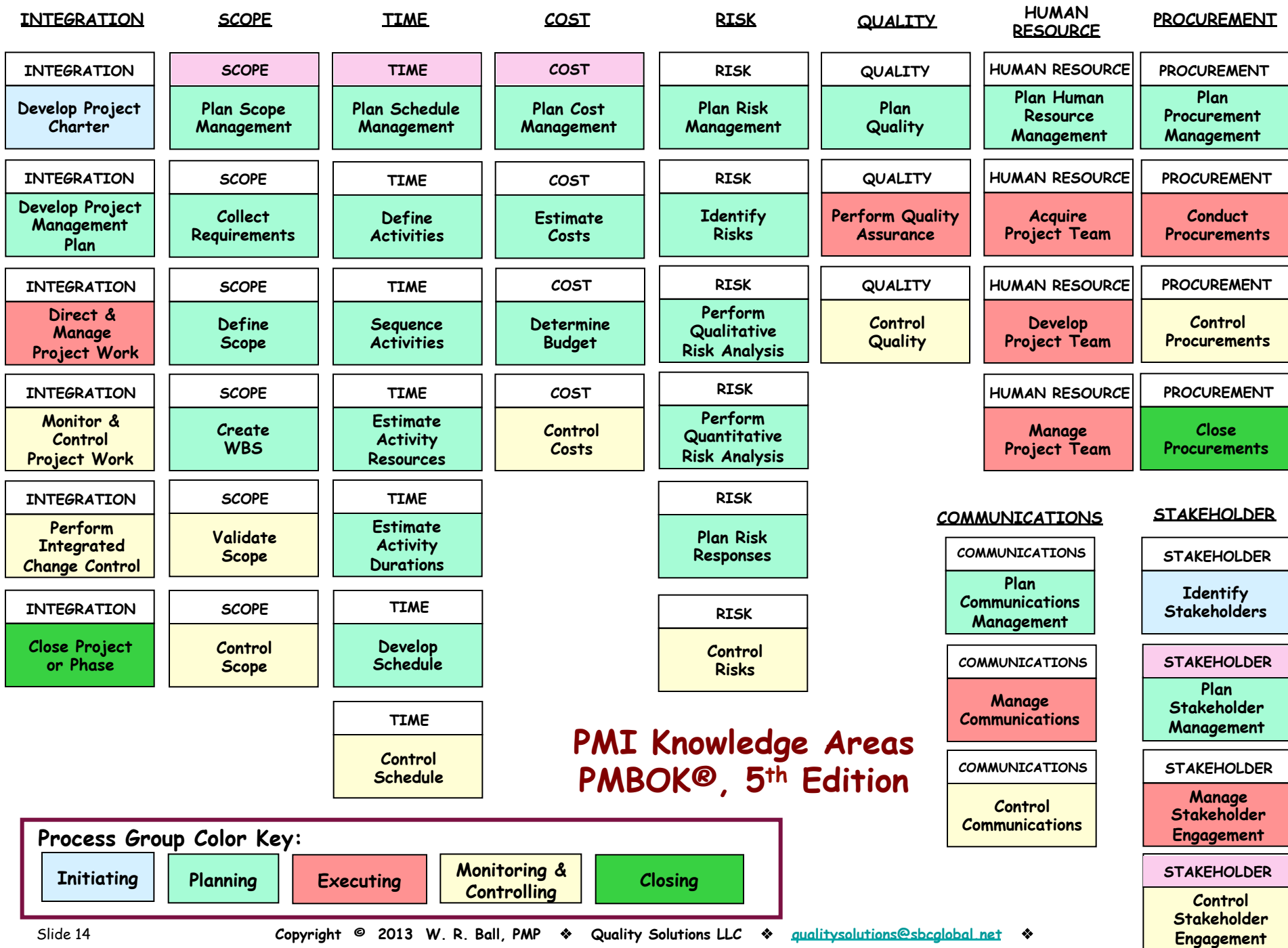
**QUALITY**

|                                      |
|--------------------------------------|
| QUALITY<br>Plan Quality              |
| QUALITY<br>Perform Quality Assurance |
| QUALITY<br>Perform Quality Control   |

**Process Group Color Key:**

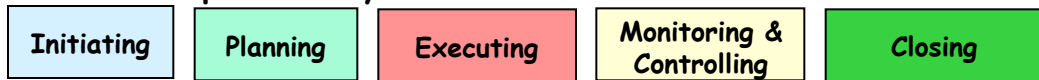
|            |                          |
|------------|--------------------------|
| Initiating | Planning                 |
| Executing  | Monitoring & Controlling |
| Closing    |                          |

**PMI Knowledge Areas  
PMBOK®, 4<sup>th</sup> Edition**



## PMI Knowledge Areas PMBOK®, 5<sup>th</sup> Edition

**Process Group Color Key:**



# Project Documents

## □ Concept/Contract/SOW

- ◆ Business Case
- ◆ Project/Product Description
- ◆ Feasibility
- ◆ Justification

## □ Project Charter

- ◆ Overview & Purpose
- ◆ Project/Product Description
- ◆ Business Case/Justification
- ◆ Major Goals & Objectives
- ◆ High-level Requirements
- ◆ High-level Risks
- ◆ Project Deliverables
- ◆ Assumptions
- ◆ Constraints
- ◆ Exclusions
- ◆ Summary Milestone Schedule
- ◆ Summary Budget
- ◆ Stakeholders Register
- ◆ Project Manager Assignment
- ◆ HR & Skills Requirements
- ◆ Project Approval Requirements

## □ Project Scope Statement

- ◆ Project & Product Objectives
- ◆ Product Scope Description
- ◆ Project Requirements
- ◆ Project Boundaries (Exclusions)
- ◆ Project Deliverables
- ◆ **Product Acceptance Criteria**
- ◆ Project Assumptions
- ◆ Project Constraints
- ◆ **Project Organization**
- ◆ Project Risks
- ◆ Schedule Milestones
- ◆ Estimated Costs
- ◆ Project Budget
- ◆ Project Specifications

## □ Work Breakdown Structure

## □ Activity Lists & Estimates (WBS Dictionary)

## □ Task & Resource Schedule

## □ Risk Register & Response Plans

## □ Performance Reports

## □ Project Management Plan

- ◆ Scope Management Plan
- ◆ Requirements Management Plan
- ◆ Schedule Management Plan
- ◆ Cost Management Plan
- ◆ Quality Management Plan
- ◆ Process Improvement Plan
- ◆ Human Resource Management Plan
- ◆ Communications Management Plan
- ◆ Risk Management Plan
- ◆ Procurement Management Plan
- ◆ **Stakeholder Management Plan**
- ◆ Change Management Plan
- ◆ Configuration Management Plan
- ◆ **Management Reviews**
- ◆ **Scope Baseline**
  - ◆ **Scope Statement**
  - ◆ **WBS**
  - ◆ **WBS Dictionary**
- ◆ **Cost Baseline**
- ◆ **Schedule Baseline**

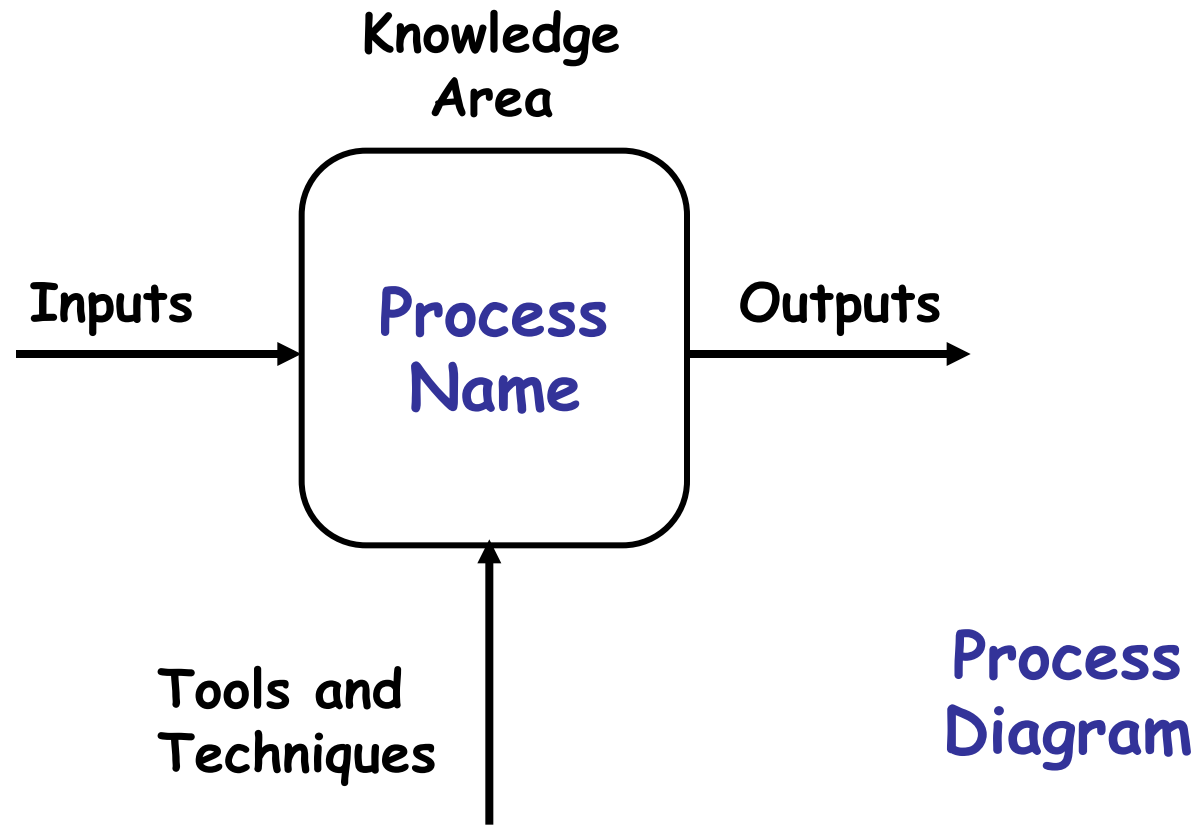
## □ Lessons Learned

# Summary of Changes

- Revisions - emphasis on consistency and clarity
- Section 3 of PMBOK 4
  - Old section moved to an Annex and updated
  - New Section 3 explains processes at a higher level
- **Wording Changes**
  - "Perform Quality Control" to "Control Quality"
  - "happy" to "glad" - "glad" to "happy"
- **Many, many "ITTO" Changes**



# Project Management Processes



## Process Groups:

Initiating

Planning

Executing

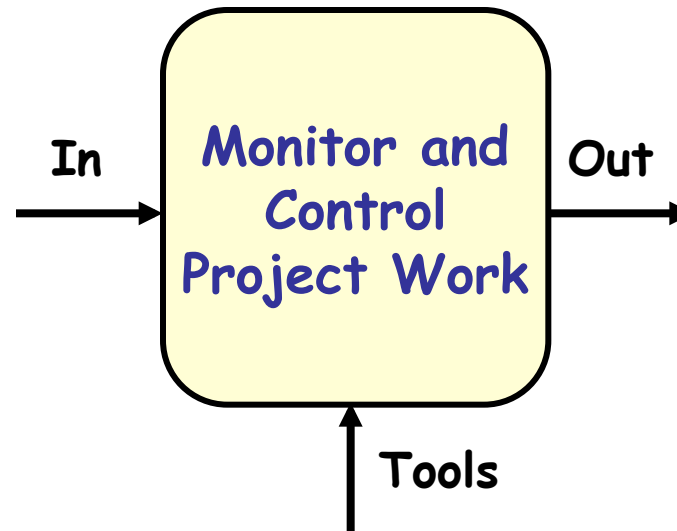
Monitoring & Controlling

Closing

# Project Management Processes

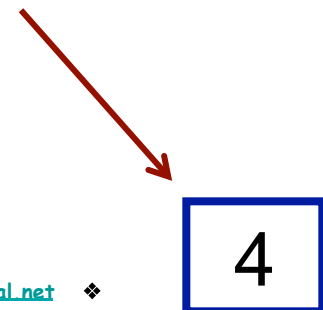
## Integration Management

1. Project management plan
2. Performance reports
3. Enterprise environmental factors
4. Organizational process assets



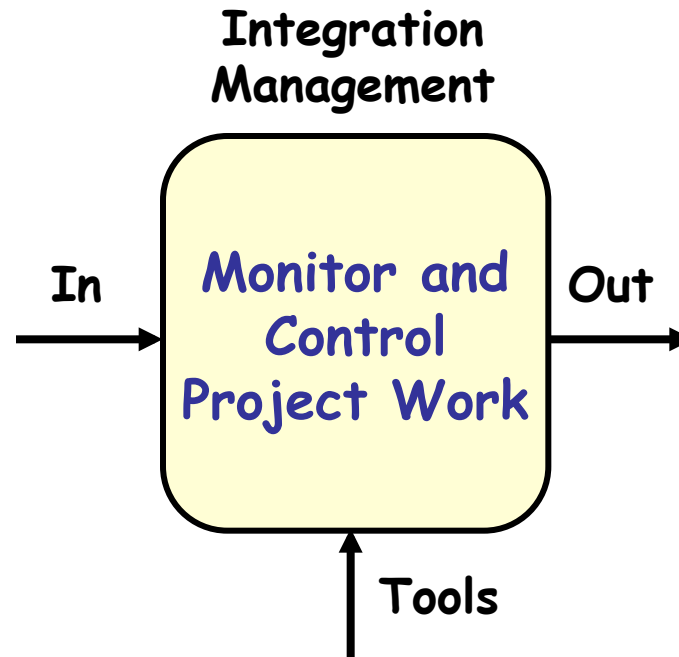
1. Change requests
2. Project management plan updates
3. Project document updates

1. Expert judgment



# Project Management Processes

1. Project management plan
2. Schedule forecasts
3. Cost forecasts
4. Validated changes
5. Work performance information
6. Enterprise environmental factors
7. Organizational process assets



1. Change requests
2. Work performance reports
3. Project management plan updates
4. Project documents updates

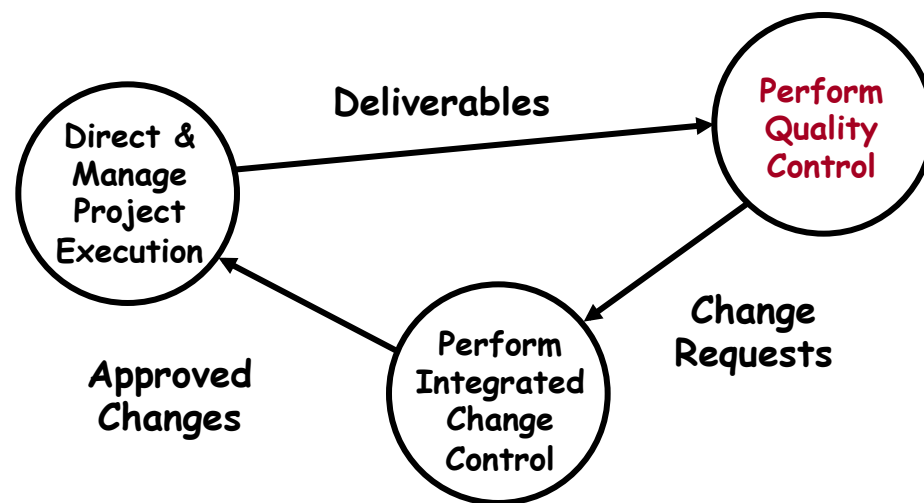
1. Expert judgment
2. Analytical techniques
3. Project management information system
4. Meetings

5

# Monitor & Control Project Work

## Recommended Defect Repairs

- Will be repaired in Direct & Manage Project Execution after screening in the Integrated Change Control process

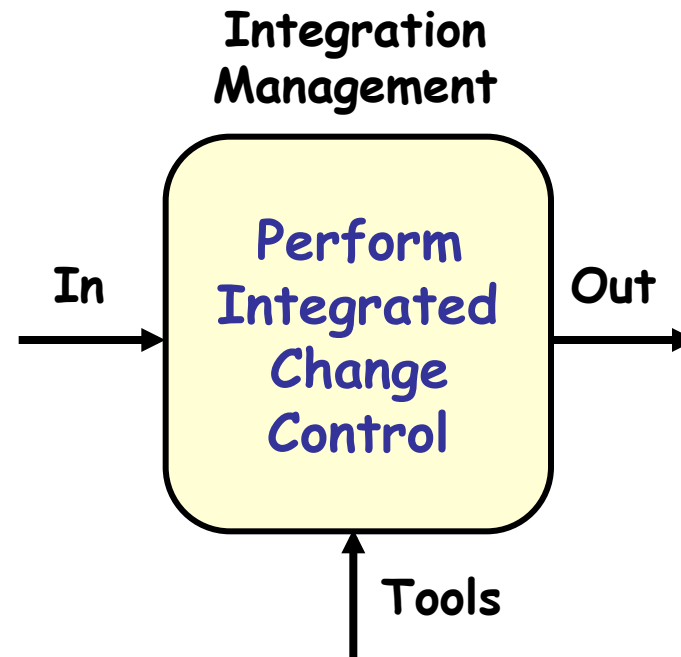


Change requests can be outputs from the

- Direct and Manage Project Execution,
- Monitor & Control Project Work,
- Verify Scope,
- Control Scope,
- Control Schedule,
- Control Costs,
- Perform Quality Assurance,
- Perform Quality Control,
- Manage Project Team,
- Manage Stakeholder Expectations,
- Report Performance,
- Monitor and Control Risks,
- Plan Procurements,
- Conduct Procurements, or
- Administer Procurements processes

# Project Management Processes

1. Project management plan
2. Work performance information
3. Change requests
4. Enterprise environmental factors
5. Organizational process assets

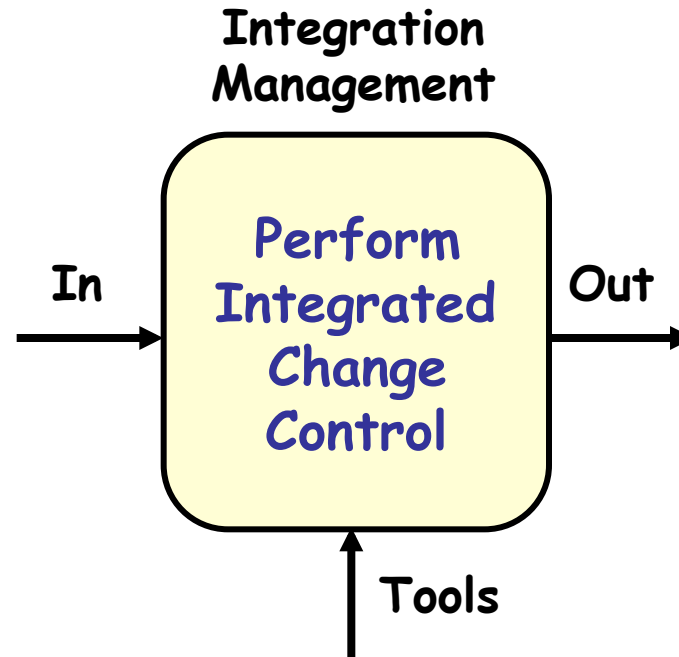


1. Change request status updates
2. Project management plan updates
3. Project document updates

1. Expert judgment
2. Change control meetings

# Project Management Processes

1. Project management plan
2. Work performance reports
3. Change requests
4. Enterprise environmental factors
5. Organizational process assets



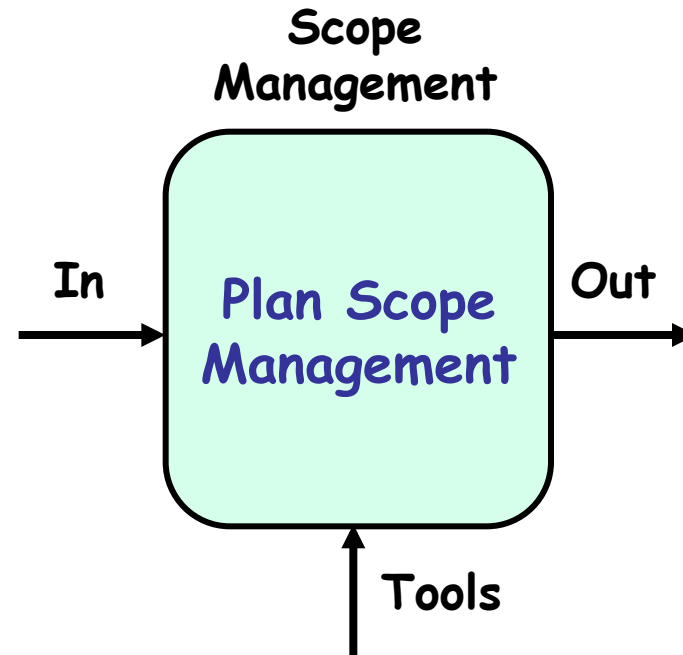
1. Approved change requests
2. Change log
3. Project management plan updates
4. Project documents updates

1. Expert judgment
2. Meetings
3. Change control tools

# Project Management Processes

- 1. Project management plan

- 2. Project charter
- 3. Enterprise environmental factors
- 4. Organizational process assets

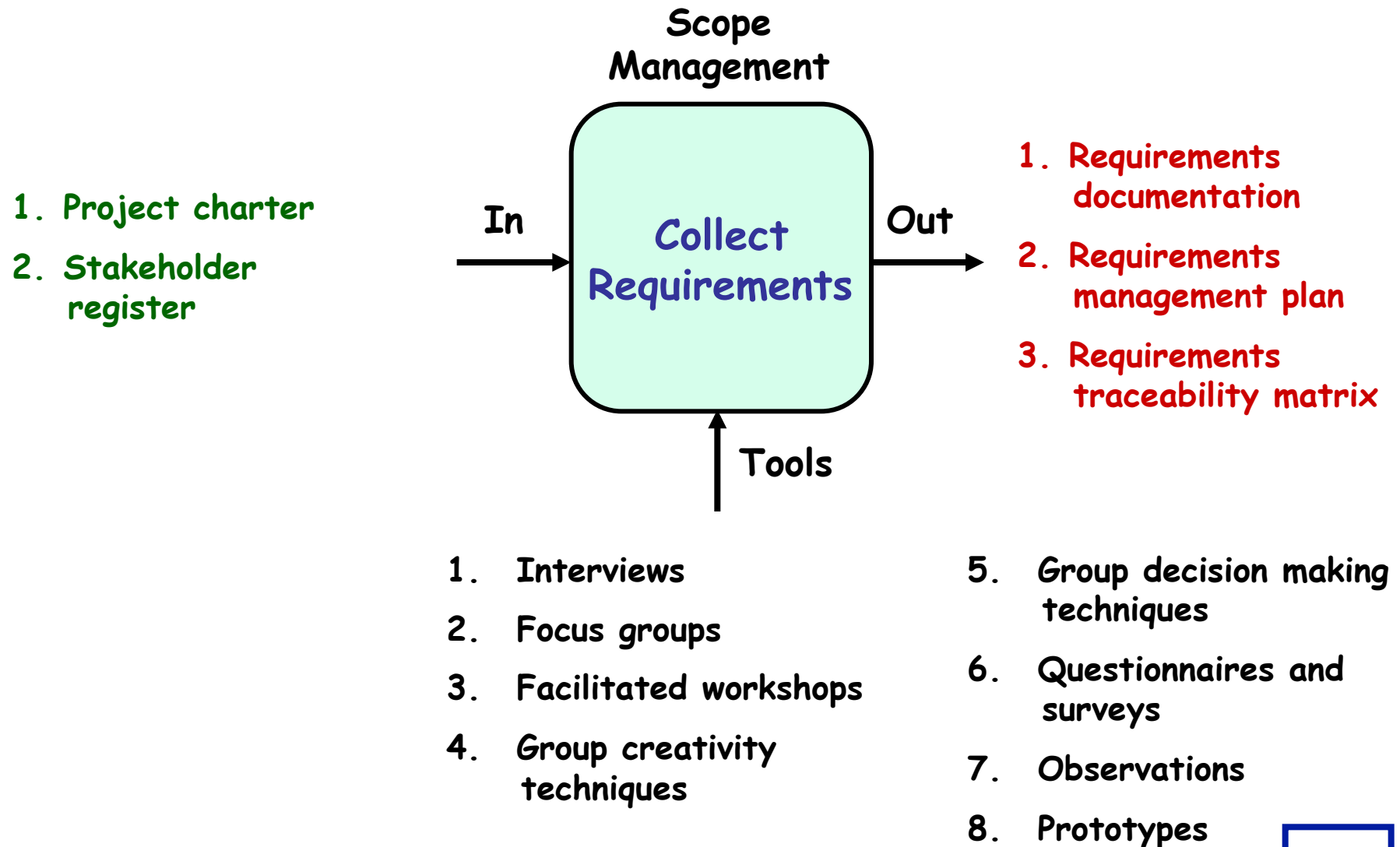


- 1. Scope management plan
- 2. Requirements management plan

- 1. Expert judgment
- 2. Meetings

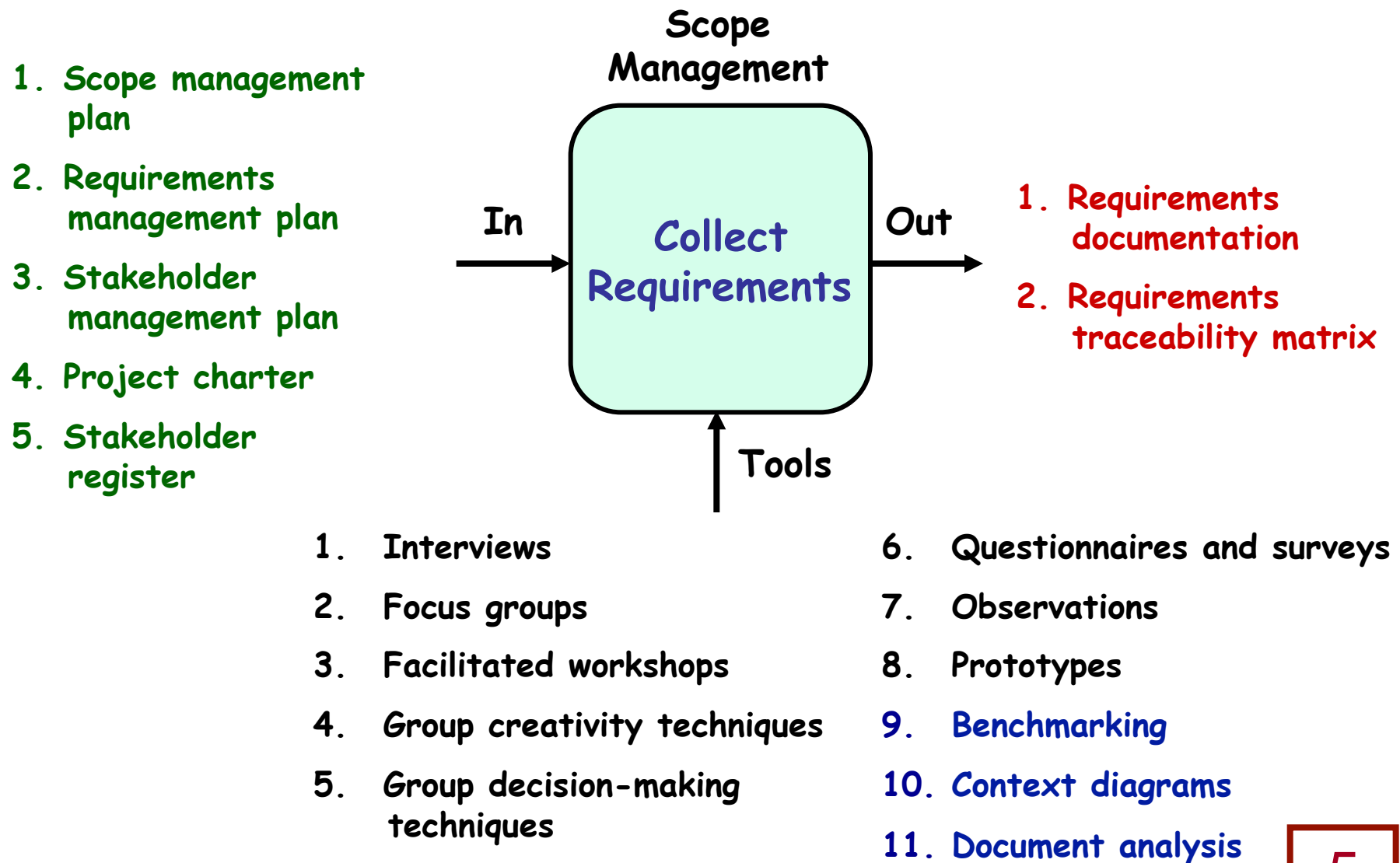
New Process

# Project Management Processes



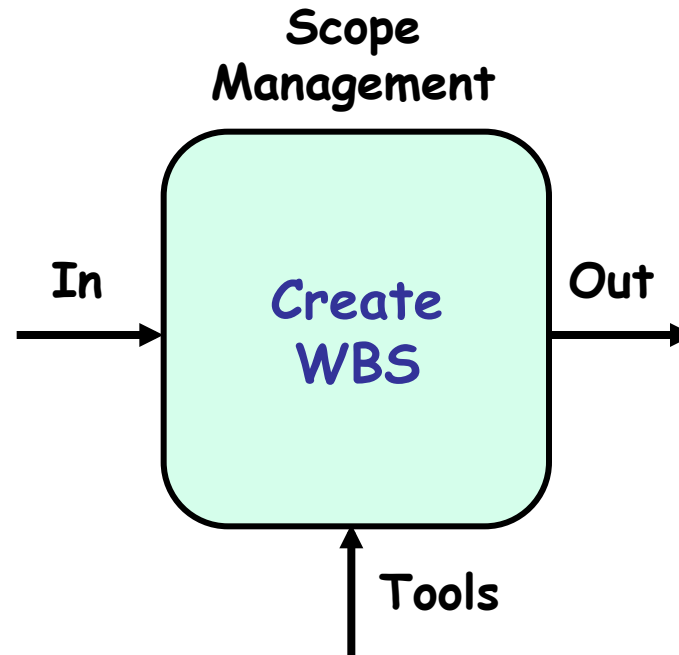


# Project Management Processes



# Project Management Processes

1. Project scope statement
2. Requirements documentation
3. Organizational process assets

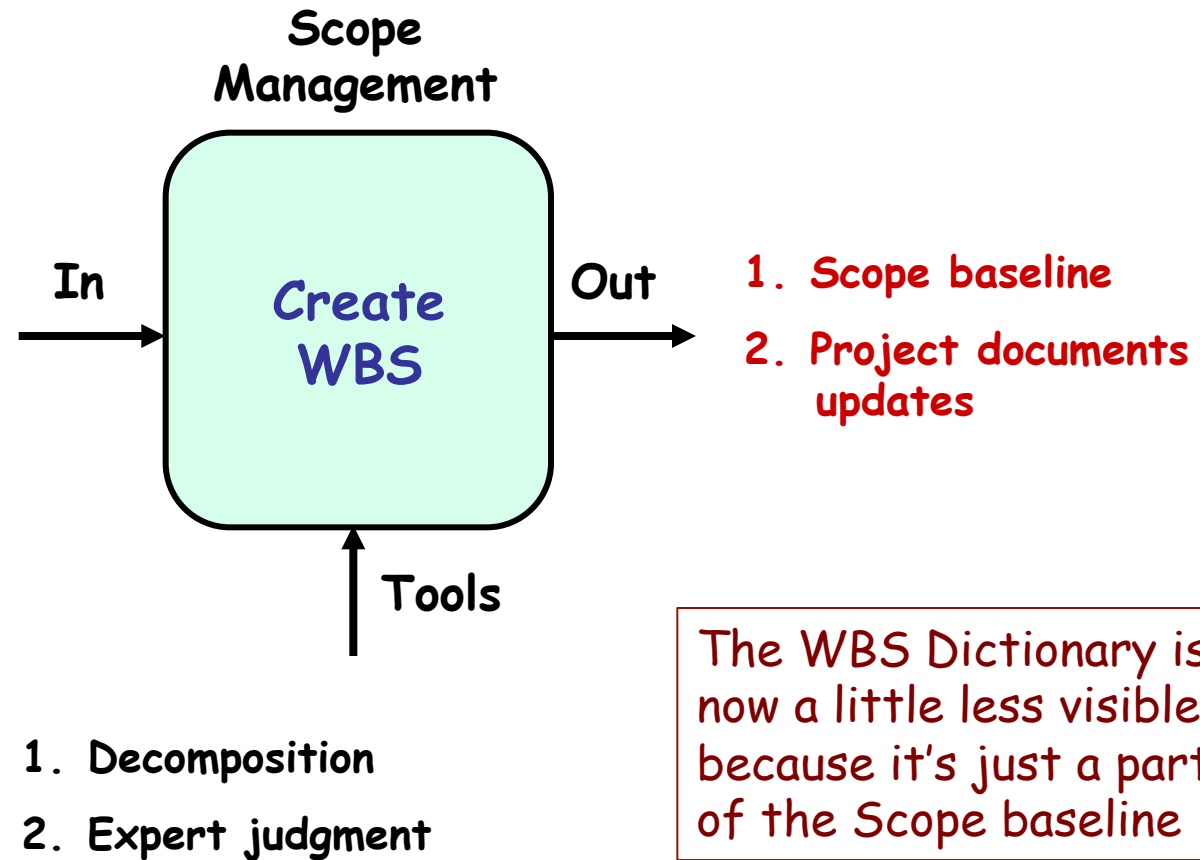


1. Work breakdown structure (WBS)
2. WBS dictionary
3. Scope baseline
4. Project document updates

1. Decomposition

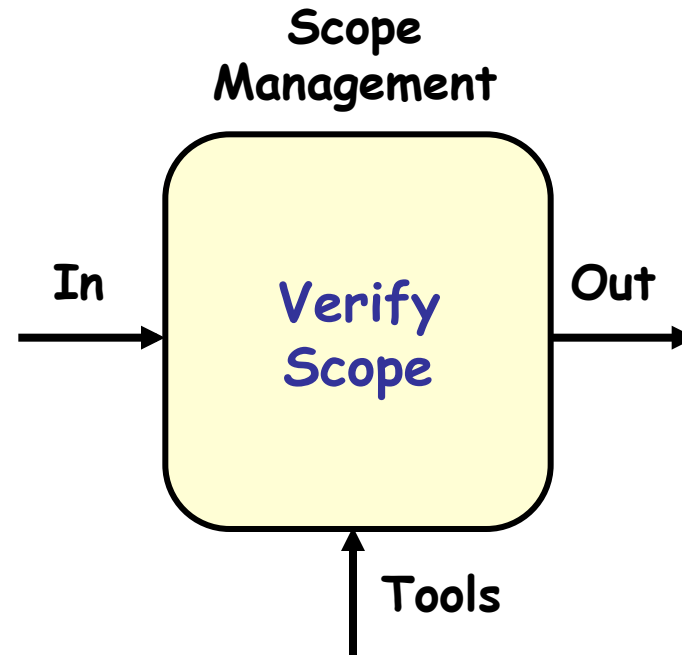
# Project Management Processes

1. Scope management plan
2. Project scope statement
3. Requirements documentation
4. Enterprise environmental factors
5. Organizational process assets



# Project Management Processes

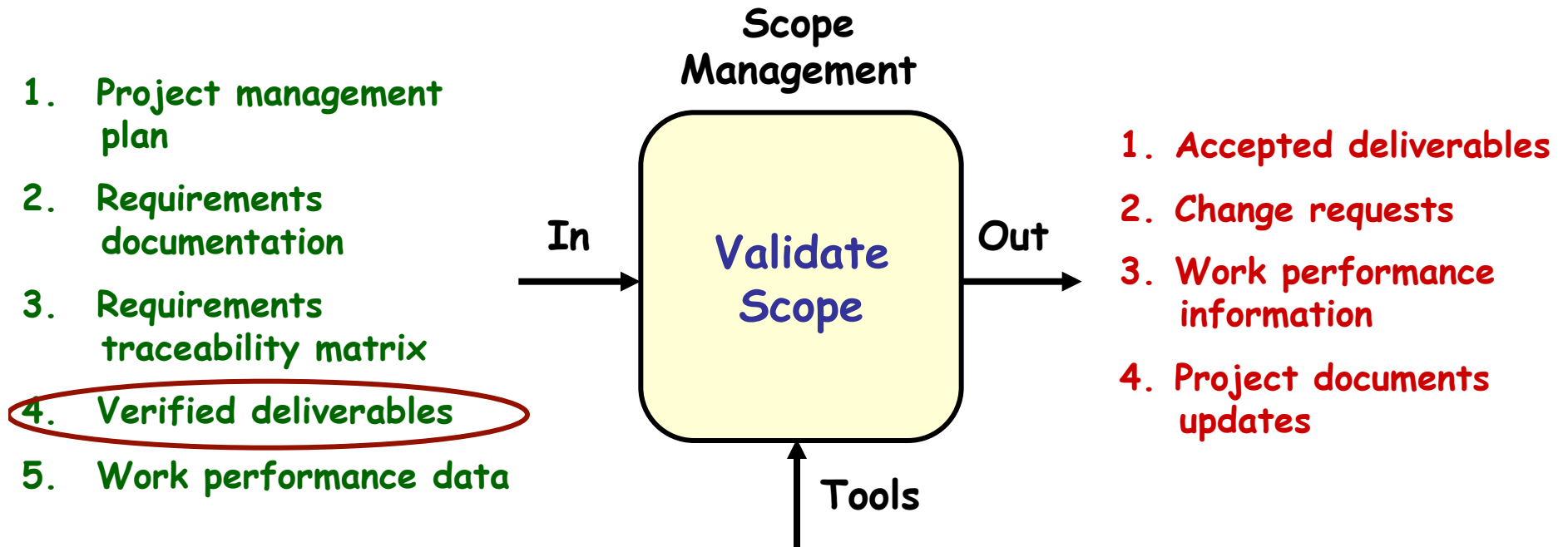
1. Project management plan
2. Requirements documentation
3. Requirements traceability matrix
4. Validated deliverables



1. Accepted deliverables
2. Change requests
3. Project document updates

1. Inspection

# Project Management Processes



I found an error in the new PMBOK and reported it to PMI. It will be corrected in the next publishing run.

This should be correct.

1. Inspection
2. Group decision-making techniques

# “Verification” vs. “Validation”

## Verification:

The process of determining whether products from a given phase in the life-cycle:

- meet requirements for correctness, completeness, consistency, and accuracy,
- satisfy standards, policies, practices, procedures, and conventions of, and
- establish a proper foundation for initiating the next life cycle phase.

“Are we building the thing right?”

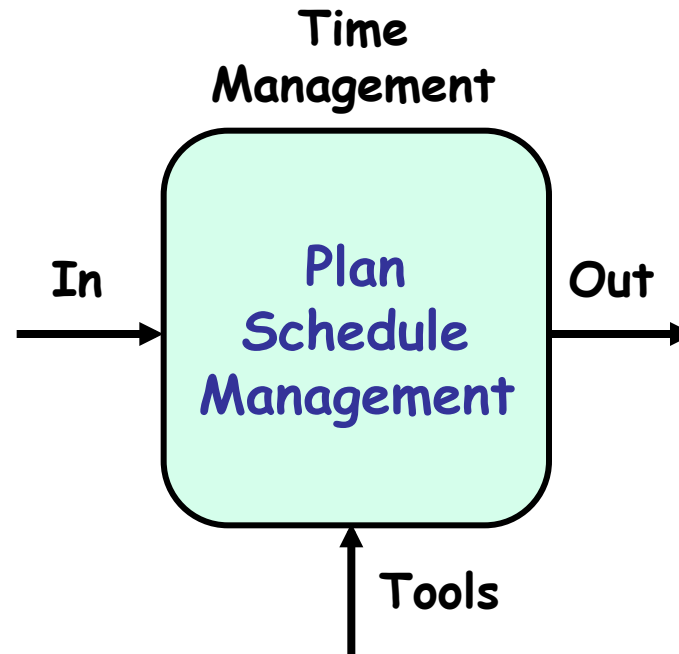
## Validation:

The evaluation process at the end of development to ensure that the completed end product complies with the established requirements (i. e., satisfies the user's needs).

“Are we building the right thing?”

# Project Management Processes

1. Project management plan
2. Project charter
3. Enterprise environmental factors
4. Organizational process assets



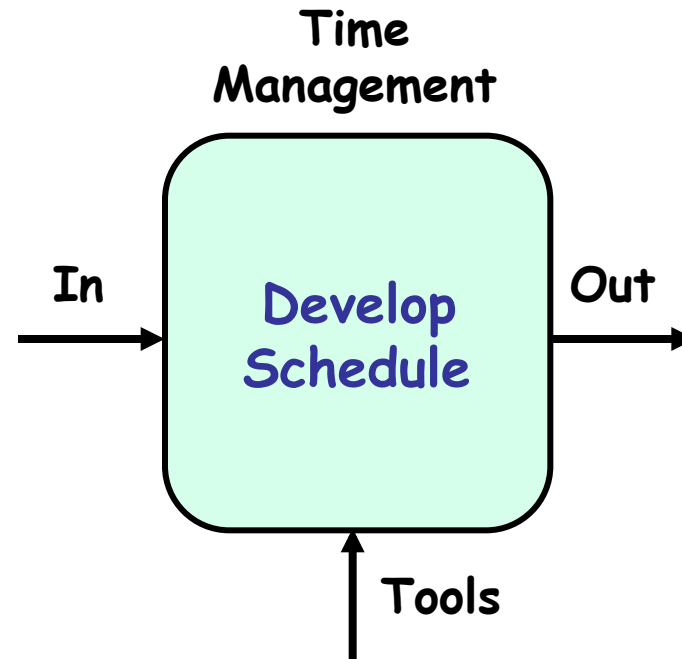
1. Schedule management plan

1. Expert judgment
2. Analytical techniques
3. Meetings

New Process

# Project Management Processes

1. Activity list
2. Activity attributes
3. Project schedule network diagrams
4. Activity resource requirements
5. Resource calendars
6. Activity duration estimates
7. Project scope statement
8. Enterprise environmental factors
9. Organizational process assets



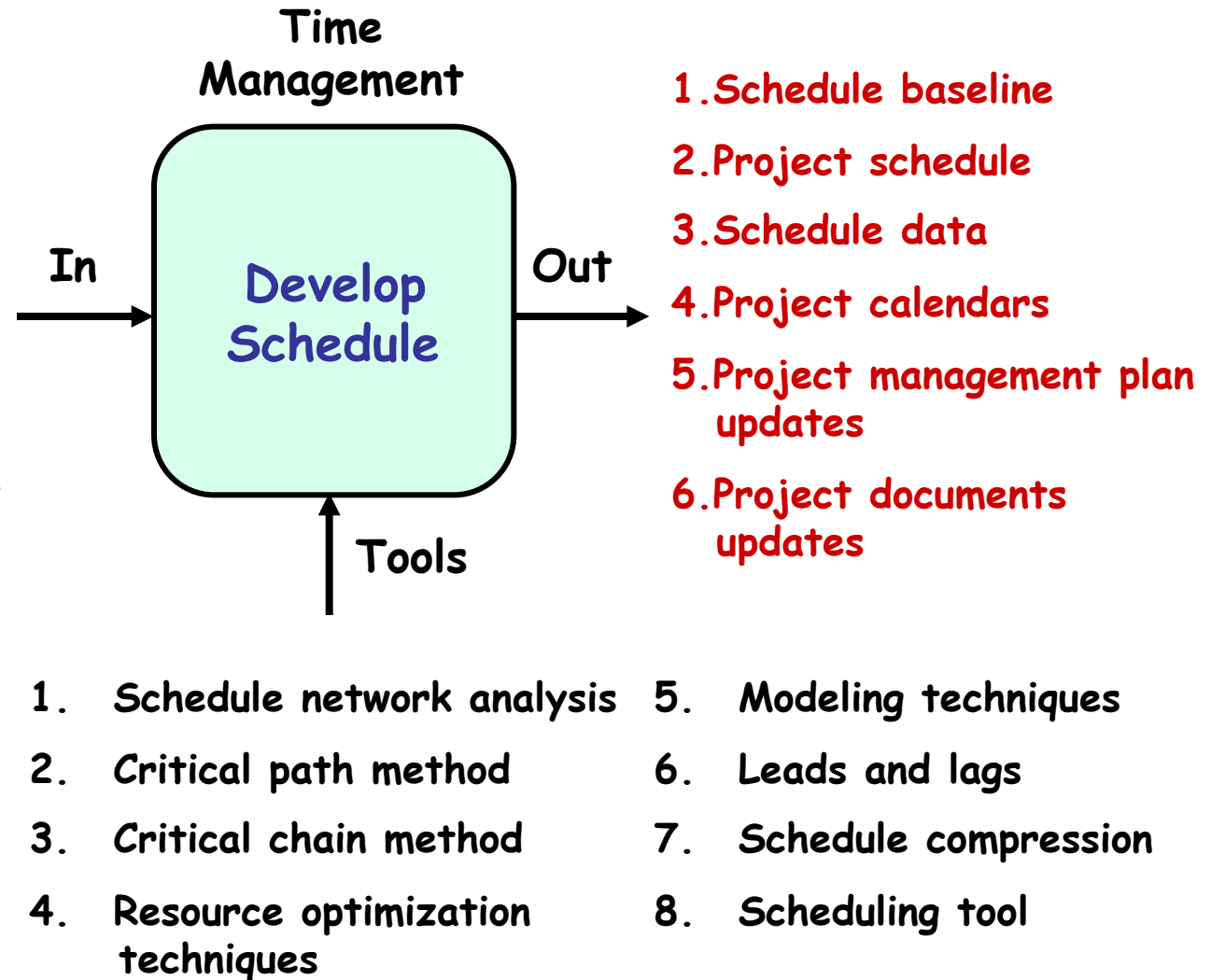
1. Project schedule
2. Schedule baseline
3. Schedule data
4. Project document updates

- |                              |                              |
|------------------------------|------------------------------|
| 1. Schedule network analysis | 5. What-if scenario analysis |
| 2. Critical path method      | 6. Applying leads and lags   |
| 3. Critical chain method     | 7. Schedule compression      |
| 4. Resource leveling         | 8. Scheduling tool           |

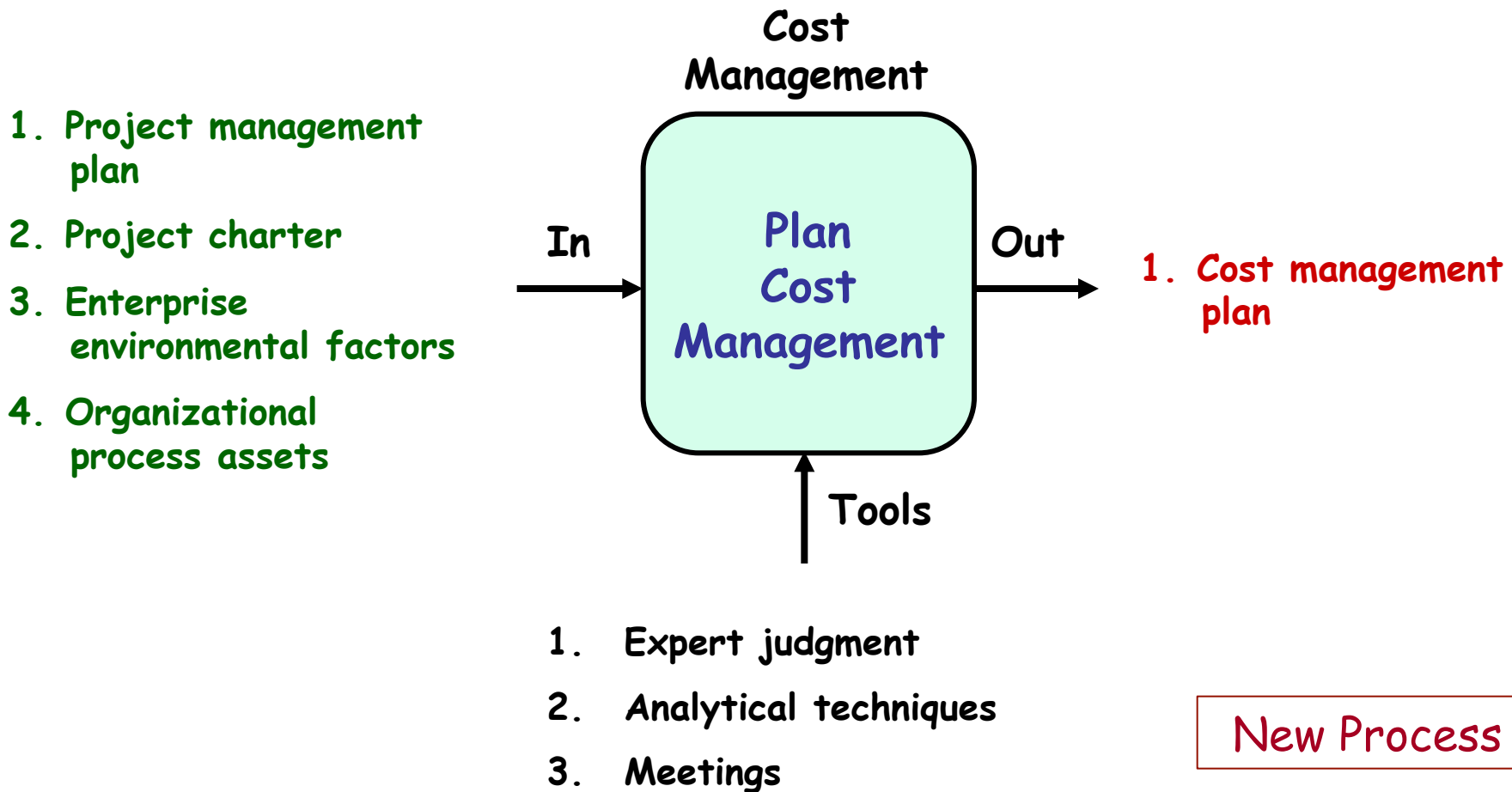


# Project Management Processes

1. Schedule management plan
2. Activity list
3. Activity attributes
4. Project schedule network diagrams
5. Activity resource requirements
6. Resource calendars
7. Activity duration estimates
8. Project scope statement
9. Risk register
10. Project staff assignments
11. Resource breakdown structure
12. Enterprise environmental factors
13. Organizational process assets

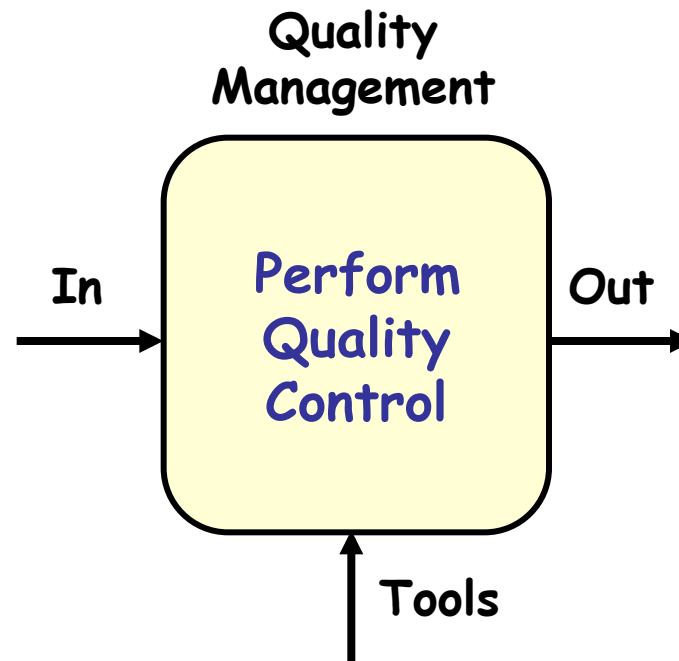


# Project Management Processes



# Project Management Processes

1. Project management plan
2. Quality metrics
3. Quality checklists
4. Work performance measurements
5. Approved change requests
6. Deliverables
7. Organizational process assets



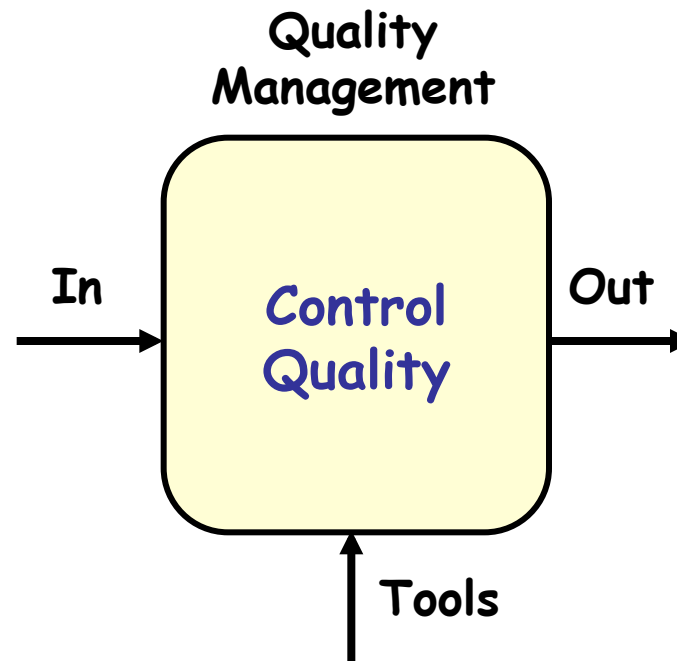
1. Quality Control measurements
2. Validated changes
3. Validated deliverables
4. Organizational process assets updates
5. Change requests
6. Project management plan updates
7. Project document updates

1. Cause and effect diagrams
2. Control charts
3. Flowcharting
4. Histogram
5. Pareto chart
6. Run chart
7. Scatter diagram
8. Statistical sampling
9. Inspection
10. Approved change request review

4

# Project Management Processes

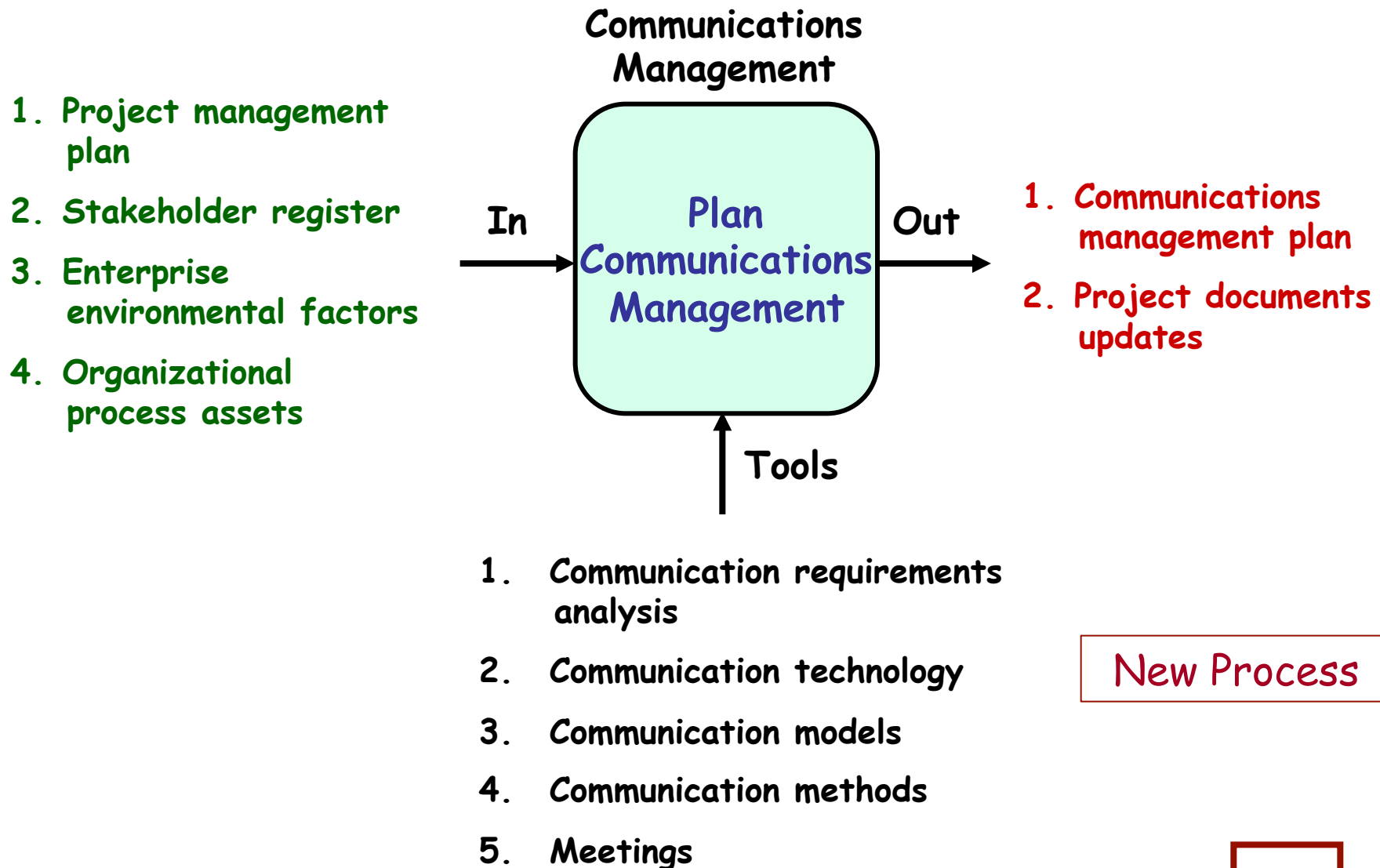
1. Project management plan
2. Quality metrics
3. Quality checklists
4. Work performance data
5. Approved change requests
6. Deliverables
7. Project documents
8. Organizational process assets



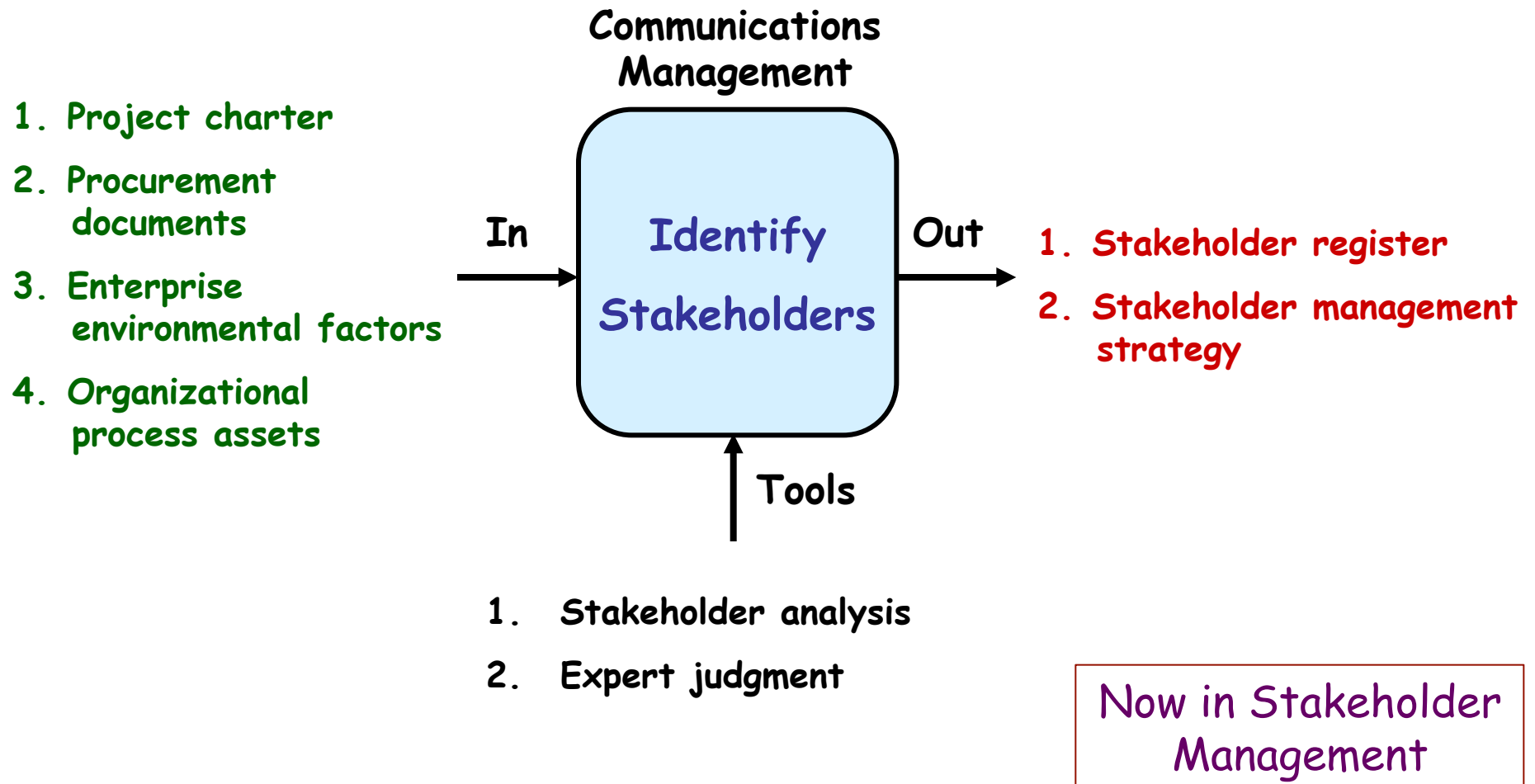
1. Seven basic quality tools
2. Statistical sampling
3. Inspection
4. Approved change requests review

1. Quality Control measurements
2. Validated changes
3. Verified deliverables
4. Work performance information
5. Change requests
6. Project management plan updates
7. Project documents updates
8. Organizational process assets updates

# Project Management Processes



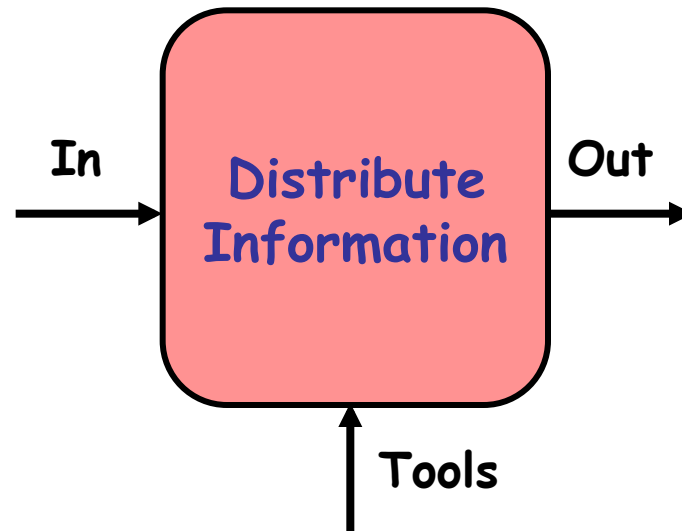
# Project Management Processes



# Project Management Processes

## Communications Management

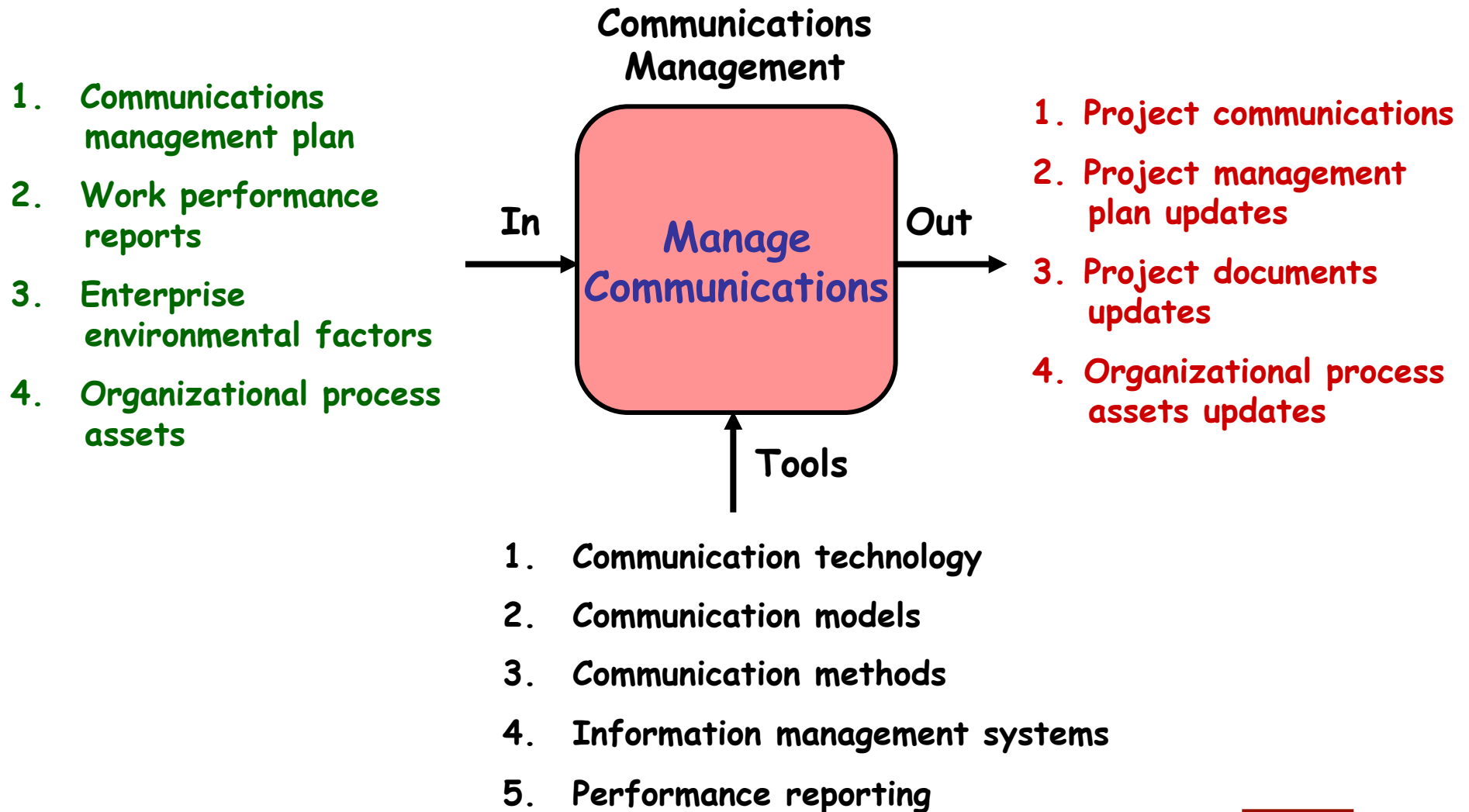
1. Project management plan
2. Performance reports
3. Organizational process assets



1. Organizational process assets updates

1. Communication methods
2. Information distribution tools

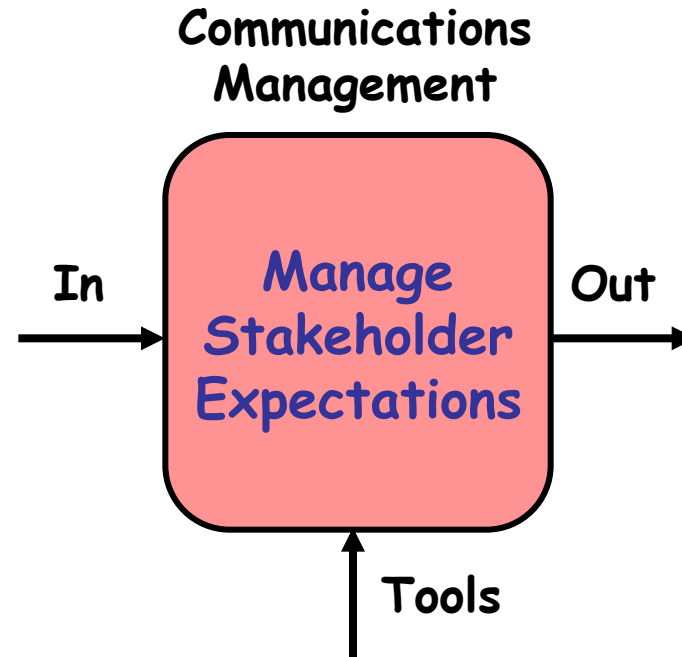
# Project Management Processes





# Project Management Processes

1. Stakeholder register
2. Stakeholder management strategy
3. Project management plan
4. Issue log
5. Change log
6. Organizational process assets



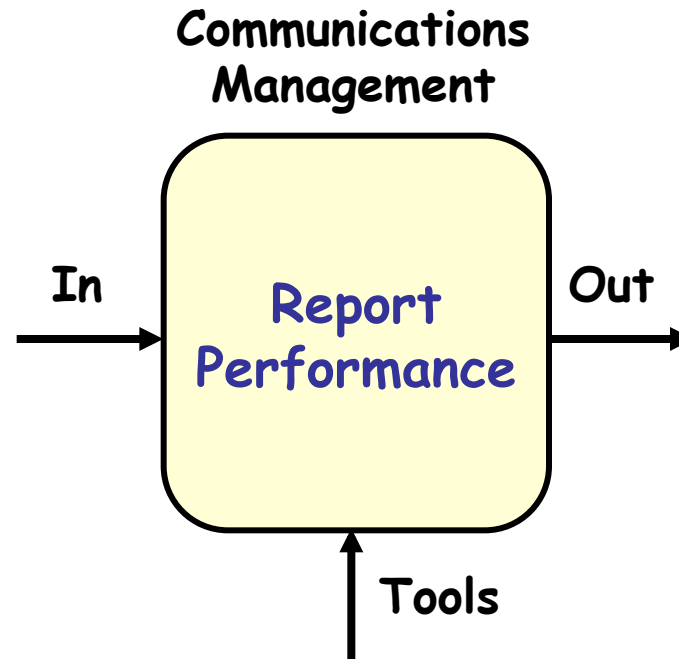
1. Organizational process assets updates
2. Change requests
3. Project management plan updates
4. Project document updates

1. Communications methods
2. Interpersonal skills
3. Management skills

Now in Stakeholder Management

# Project Management Processes

1. Project management plan
2. Work performance information
3. Work performance measurements
4. Budget forecasts
5. Organizational process assets



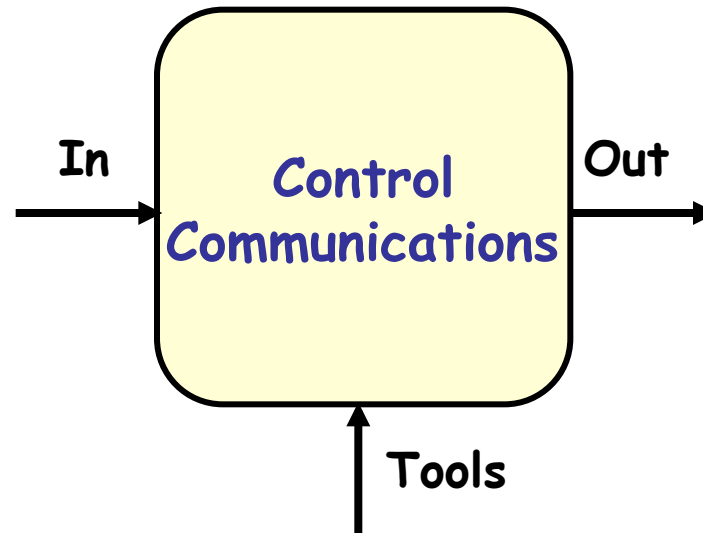
1. Performance reports
2. Organizational process assets updates
3. Change requests

1. Variance analysis
2. Forecasting methods
3. Communication methods
4. Reporting systems

# Project Management Processes

## Communications Management

1. Project management plan
2. Project communications
3. Issue log
4. Work performance data
5. Organizational process assets



1. Work performance information
2. Change requests
3. Project management plan updates
4. Project documents updates
5. Organizational process assets updates

1. Information management systems
2. Expert judgment
3. Meetings

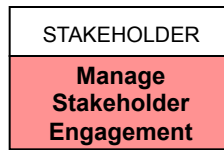
# Stakeholder Management



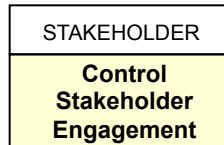
- Identify people, groups, or organizations that could impact or be impacted by the project; analyze and document information relevant to their interests, involvement, interdependencies, influence, and potential impact on project success



- Determine management strategies to effectively engage stakeholders throughout the project life cycle



- Work with stakeholders to meet their needs/expectations, address issues as they occur, and foster appropriate stakeholder engagement in project activities



- Monitor project stakeholder relationships and adjust strategies and plans as necessary for project success

## Process Group Key

Initiating

Planning

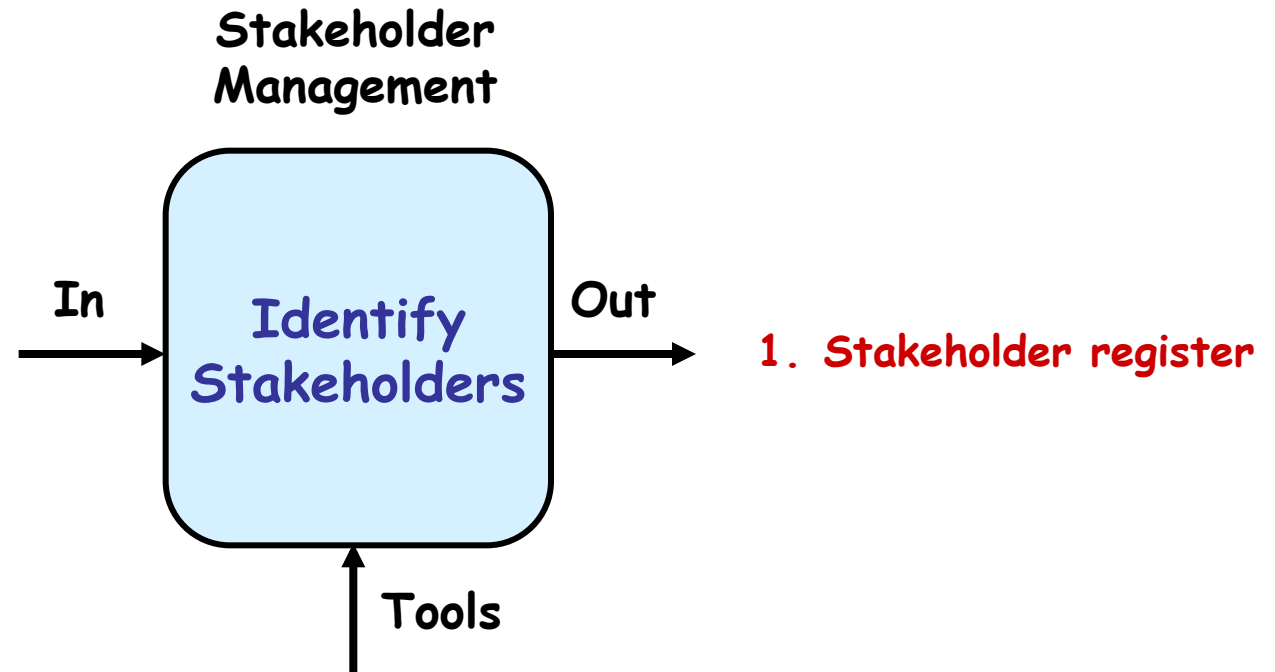
Executing

Monitoring & Controlling

Closing

# Project Management Processes

1. Project charter
2. Procurement documents
3. Enterprise environmental factors
4. Organizational process assets

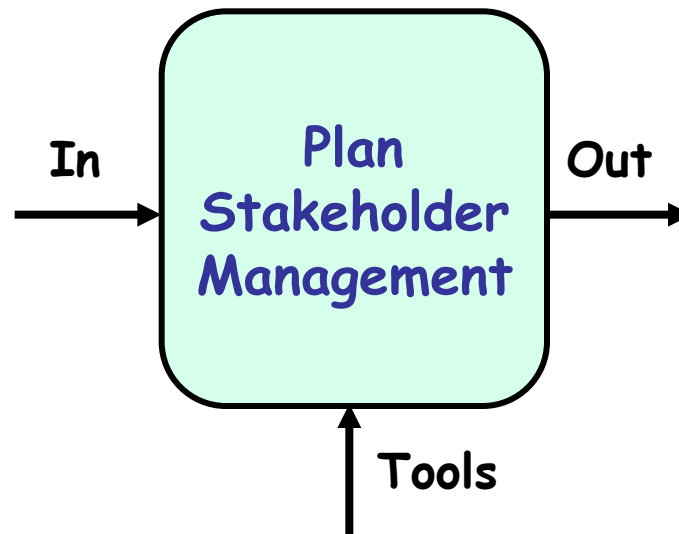


1. Stakeholder analysis
2. Expert judgment
3. Meetings

# Project Management Processes

## Stakeholder Management

1. Project management plan
2. Stakeholder register
3. Enterprise environmental factors
4. Organizational process assets



1. Stakeholder management plan
2. Project documents updates

1. Expert judgment
2. Meetings
3. Analytical techniques

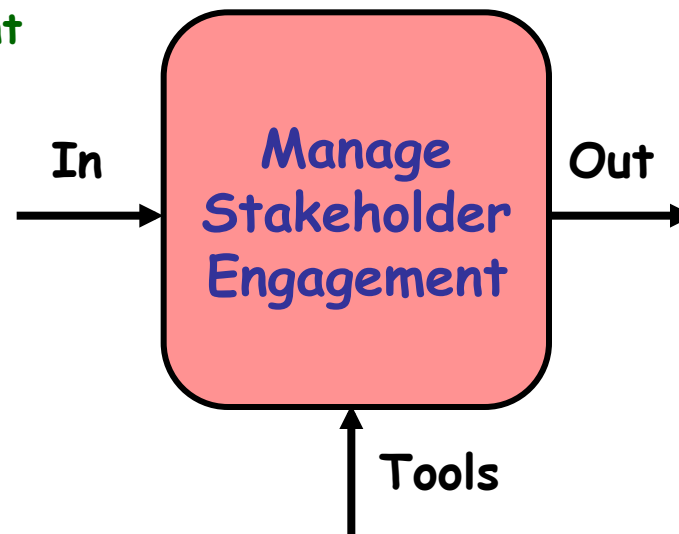
New Process

5

# Project Management Processes

## Stakeholder Management

1. Stakeholder management plan
2. Communications management plan
3. Change log
4. Organizational process assets



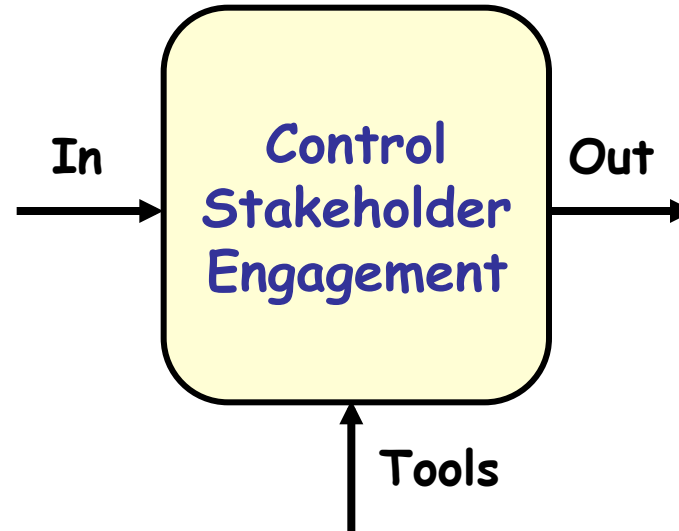
1. Issue log
2. Change requests
3. Project management plan updates
4. Project documents updates
5. Organizational process assets updates

1. Communication methods
2. Interpersonal skills
3. Management skills

# Project Management Processes

## Stakeholder Management

1. Project management plan
2. Issue log
3. Work performance data
4. Project documents



1. Work performance information
2. Change requests
3. Project management plan updates
4. Project documents updates
5. Organizational process assets updates

1. Information management systems
2. Expert judgment
3. Meetings

New Process

5



## Initiating

|                                |
|--------------------------------|
| INTEGRATION                    |
| <b>Develop Project Charter</b> |
| COMMUNICATIONS                 |
| <b>Identify Stakeholders</b>   |

**2**

## Planning

|   |                                    |  |
|---|------------------------------------|--|
| INTEGRATION                               | SCOPE                              | TIME                                     |
| <b>Develop Project Management Plan</b>    | <b>Collect Requirements</b>        | <b>Define Activities</b>                 |
| COST                                      | SCOPE                              | TIME                                     |
| <b>Estimate Costs</b>                     | <b>Define Scope</b>                | <b>Sequence Activities</b>               |
| COST                                      | SCOPE                              | TIME                                     |
| <b>Determine Budget</b>                   | <b>Create WBS</b>                  | <b>Estimate Activity Resources</b>       |
| QUALITY                                   | HUMAN RESOURCE                     | TIME                                     |
| <b>Plan Quality</b>                       | <b>Develop Human Resource Plan</b> | <b>Estimate Activity Durations</b>       |
| COMMUNICATIONS                            | PROCUREMENT                        | TIME                                     |
| <b>Plan Communications</b>                | <b>Plan Procurements</b>           | <b>Develop Schedule</b>                  |
| RISK                                      | RISK                               | RISK                                     |
| <b>Plan Risk Management</b>               | <b>Identify Risks</b>              | <b>Perform Qualitative Risk Analysis</b> |
| RISK                                      | RISK                               |  |
| <b>Perform Quantitative Risk Analysis</b> | <b>Plan Risk Responses</b>         |  |

**20**

## Executing

|  |
|--|
| INTEGRATION                                  |
| <b>Direct &amp; Manage Project Execution</b> |
| QUALITY                                      |
| <b>Perform Quality Assurance</b>             |
| HUMAN RESOURCE                               |
| <b>Acquire Project Team</b>                  |
| HUMAN RESOURCE                               |
| <b>Develop Project Team</b>                  |
| HUMAN RESOURCE                               |
| <b>Manage Project Team</b>                   |
| COMMUNICATIONS                               |
| <b>Distribute Information</b>                |
| COMMUNICATIONS                               |
| <b>Manage Stakeholder Expectations</b>       |
| PROCUREMENT                                  |
| <b>Conduct Procurements</b>                  |

## Monitoring & Controlling

|   |  |
|---|--|
| INTEGRATION                               | INTEGRATION                              |
| <b>Monitor &amp; Control Project Work</b> | <b>Perform Integrated Change Control</b> |
| QUALITY                                   | COMMUNICATIONS                           |
| <b>Perform Quality Control</b>            | <b>Report Performance</b>                |
| SCOPE                                     | SCOPE                                    |
| <b>Verify Scope</b>                       | <b>Control Scope</b>                     |
| TIME                                      | COST                                     |
| <b>Control Schedule</b>                   | <b>Control Costs</b>                     |
| RISK                                      | PROCUREMENT                              |
| <b>Monitor &amp; Control Risks</b>        | <b>Administer Procurements</b>           |

**10**

**8**

## Closing

|                               |
|-------------------------------|
| INTEGRATION                   |
| <b>Close Project or Phase</b> |
| PROCUREMENT                   |
| <b>Close Procurements</b>     |

**2**

# PMI Process Groups PMBOK®, 4<sup>th</sup> Edition

## Initiating

|                         |
|-------------------------|
| INTEGRATION             |
| Develop Project Charter |

|                       |
|-----------------------|
| STAKEHOLDER           |
| Identify Stakeholders |

2

## Planning

|                                 |
|---------------------------------|
| INTEGRATION                     |
| Develop Project Management Plan |

|                       |
|-----------------------|
| SCOPE                 |
| Plan Scope Management |

|                          |
|--------------------------|
| TIME                     |
| Plan Schedule Management |

|                      |
|----------------------|
| COST                 |
| Plan Cost Management |

|                      |
|----------------------|
| SCOPE                |
| Collect Requirements |

|                   |
|-------------------|
| TIME              |
| Define Activities |

|                |
|----------------|
| COST           |
| Estimate Costs |

|              |
|--------------|
| SCOPE        |
| Define Scope |

|                     |
|---------------------|
| TIME                |
| Sequence Activities |

|                  |
|------------------|
| COST             |
| Determine Budget |

|            |
|------------|
| SCOPE      |
| Create WBS |

|                             |
|-----------------------------|
| TIME                        |
| Estimate Activity Resources |

|                         |
|-------------------------|
| QUALITY                 |
| Plan Quality Management |

|                                |
|--------------------------------|
| HUMAN RESOURCE                 |
| Plan Human Resource Management |

|                             |
|-----------------------------|
| TIME                        |
| Estimate Activity Durations |

|                                |
|--------------------------------|
| COMMUNICATIONS                 |
| Plan Communications Management |

|                             |
|-----------------------------|
| STAKEHOLDER                 |
| Plan Stakeholder Management |

|                  |
|------------------|
| TIME             |
| Develop Schedule |

|                      |
|----------------------|
| RISK                 |
| Plan Risk Management |

|                |
|----------------|
| RISK           |
| Identify Risks |

|                                   |
|-----------------------------------|
| RISK                              |
| Perform Qualitative Risk Analysis |

|                                    |
|------------------------------------|
| RISK                               |
| Perform Quantitative Risk Analysis |

|                     |
|---------------------|
| RISK                |
| Plan Risk Responses |

|                             |
|-----------------------------|
| PROCUREMENT                 |
| Plan Procurement Management |

24

## Executing

|                              |
|------------------------------|
| INTEGRATION                  |
| Direct & Manage Project Work |

|                           |
|---------------------------|
| QUALITY                   |
| Perform Quality Assurance |

|                      |
|----------------------|
| HUMAN RESOURCE       |
| Acquire Project Team |

|                      |
|----------------------|
| HUMAN RESOURCE       |
| Develop Project Team |

|                     |
|---------------------|
| HUMAN RESOURCE      |
| Manage Project Team |

|                       |
|-----------------------|
| COMMUNICATIONS        |
| Manage Communications |

|                               |
|-------------------------------|
| STAKEHOLDER                   |
| Manage Stakeholder Engagement |

|                      |
|----------------------|
| PROCUREMENT          |
| Conduct Procurements |

## Monitoring & Controlling

|                                |
|--------------------------------|
| INTEGRATION                    |
| Monitor & Control Project Work |

|                 |
|-----------------|
| QUALITY         |
| Control Quality |

|                |
|----------------|
| SCOPE          |
| Validate Scope |

|                  |
|------------------|
| TIME             |
| Control Schedule |

|               |
|---------------|
| RISK          |
| Control Risks |

|                                   |
|-----------------------------------|
| INTEGRATION                       |
| Perform Integrated Change Control |

|                        |
|------------------------|
| COMMUNICATIONS         |
| Control Communications |

|               |
|---------------|
| SCOPE         |
| Control Scope |

|               |
|---------------|
| COST          |
| Control Costs |

|                      |
|----------------------|
| PROCUREMENT          |
| Control Procurements |

|                                |
|--------------------------------|
| STAKEHOLDER                    |
| Control Stakeholder Engagement |

8

## Closing

|                        |
|------------------------|
| INTEGRATION            |
| Close Project or Phase |

|                    |
|--------------------|
| PROCUREMENT        |
| Close Procurements |

2

11

# PMI Process Groups PMBOK®, 5th Edition

New Process in 5th Edition

# Summary of Changes

- New Knowledge Area - Project Stakeholder Management
- **Two** processes moved from **Communications** to **Stakeholder Knowledge Area**
  - Identify Stakeholders
  - Manage Stakeholder Engagement
- **Five** new processes - **4** Planning; **1** Control
  - Plan Scope Management
  - Plan Schedule Management
  - Plan Cost Management
  - Plan Stakeholder Management
  - Control Stakeholder Engagement

# Summary of Changes

- Revisions - emphasis on consistency and clarity
- Section 3 of PMBOK 4
  - Old section moved to an Annex and updated
  - New Section 3 explains processes at a higher level
- Wording Changes
  - "Perform Quality Control" to "Control Quality"
  - "happy" to "glad" - "glad" to "happy"
- Many, many "ITTO" Changes



# Project Management Body of Knowledge (PMBOK)

PMI 2013

PMBOK 5<sup>th</sup> Edition Changes

William R. Ball, PMP  
Quality Solutions LLC