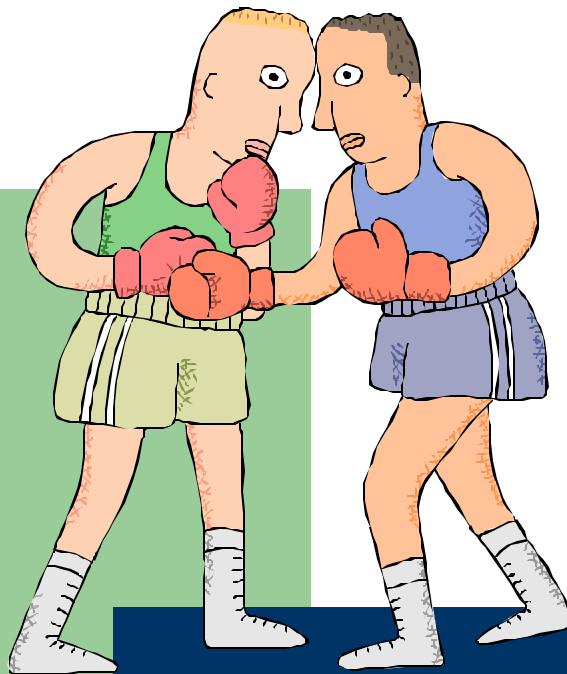


# PMBok 3<sup>rd</sup> vs PMBok 2000



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# Obvious differences

- ✍ New cover page
- ✍ 174 more pages (390 pages vs. 216)
- ✍ More graphics
- ✍ Renamed terms
- ✍ New sections
- ✍ Clarified concepts
- ✍ Additional tools & techniques

# Chapter one (Introduction)

- ✍ Now the implementation, application and disclosure of the practices & processes of the PBoK is **BOLDFACE**.
- ✍ “The project management team is responsible for determining what is appropriate for any given project (PMI, 2004)”

## Chapter one (Cont.)

- ✍ An additional section named “Project Management Context”. This new section explore in more details the differences between projects, operations; program management; portfolios and portfolio management. It also talk a little bit more about the PMO, and program office.

## Chapter two (PROJECT LIFE CYCLE AND ORGANIZATION)

- ✍ This chapter has been renamed Project Life Cycle and Organization instead of The Project Management Context.
- ✍ The section titled Key General Management Skills has been removed from this Edition.
- ✍ The number of sections has been reduced from five to three.

## Chapter three (PROJECT MANAGEMENT PROCESSES FOR A PROJECT)

- ✍ This chapter was also renamed (old name “Project Management Processes”)
- ✍ Influence from the American Society of Quality (ASQ) through the Deming cycle (Plan-Do-Check-Act) to explain the interaction for the Project Management processes.
- ✍ It also show all the 44 processes (in the 2000 version we had 39).

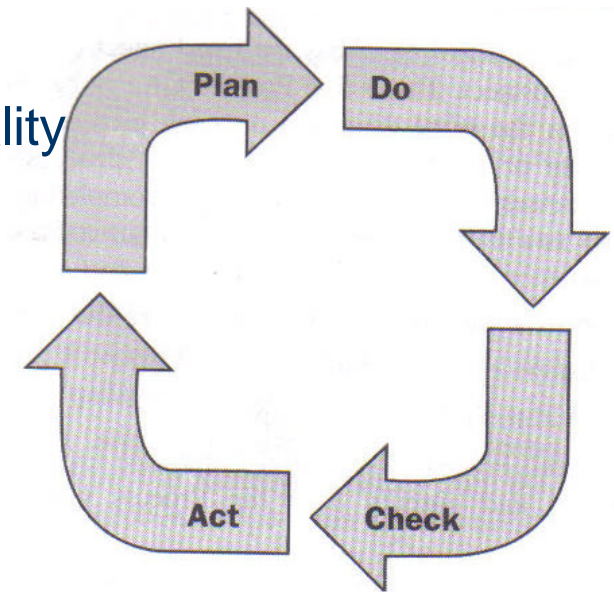


Figure 3-1. The Plan-Do-Check-Act Cycle

## Chapter four (INTEGRATION)

- ✍ This chapter processes has been prolonged from three processes to seven processes.
- ✍ Before was: Project Plan Development, Project Plan Execution and Integrated Change Control.
- ✍ Now is: Develop Project Charter, Develop Preliminary Project Scope Statement, Develop Project Management Plan, Direct and Manage Project Execution, Monitor and Control Project Work, Integrated Change Control and Close Project.

## Chapter four (INTEGRATION-Cont)

- ✍ Now we have only three tools & techniques: project management methodology, project management information system (PMIS) and expert judgment.
- ✍ Integrated Change Control, has been renamed to configuration management system.
- ✍ Monitor and Control Project Work is a new process that focuses on using earned value analysis techniques to monitor project progress.

## Chapter five (SCOPE)

- ✍ This area continues having five processes, however, Initiation has been moved to Integration and Create WBS has been created as a new process.



# Chapter Six

## (TIME)

- ✍ The Time Knowledge Area **has one more process** in it than before: the **Activity Resource Estimating** which used to be in the Cost Area and was called Resource Planning.
- ✍ **Before** we had: Activity Definition, Activity Sequencing, Activity Duration, Schedule Development and Schedule Control.
- ✍ **Now** we have: Activity Definition, Activity Sequencing, **Activity Resource Estimating**, Activity Duration, Schedule Development and Schedule Control.

## Chapter Six (TIME-Cont.)

- ✍ The concept of the critical chain was introduced as a new Network Analysis Technique. This method modifies the project schedule to account for limited resources (PMI, 2004).
- ✍ The critical chain adds duration buffers that are non-work schedule activities to maintain focus on the planned activities durations (PMI, 2004).
- ✍ The identification of the critical chain uses a network of tasks with "aggressive but achievable" estimates, that is first "resource leveled" against a finite set of resources. First, we remove the safety from the tasks, and aggregate it as "buffers" of time that are sized and placed in the schedule to protect the final due date of the project from variability in critical tasks (Focused Performance, 2005).

# Chapter Seven

## (COST)

- ✍ The Cost Knowledge Area has one less process than before. Resource Planning was moved to the Time Knowledge Area.
- ✍ The acronyms of BCWS, BCWP and ACWP was eliminated from this Edition but interestingly planned value (PV) is defined as “the budgeted cost for the work scheduled”, so we have no idea if PMI still intends to know the acronyms to pass the PMP exam.

# Chapter Eight

## (QUALITY)

✍ More presence and influence from the



✍ The Quality Knowledge Area had two name changes in the process: now is PERFORM Quality Assurance and PERFORM Quality Control.

✍ Additionally, we perceived some influence toward statistical sampling.

# Chapter Nine (Human Resources)

- ✍ The Human Resource Knowledge Area has **one more process: Manage Project Team.** The other three processes have been renamed but still the same functions.
- ✍ **Before:** Organizational Planning, Staff Acquisition and Team Development.
- ✍ **Now:** Human Resource Planning, Acquire Project Team, Develop Project Team, **Manage Project Team.**

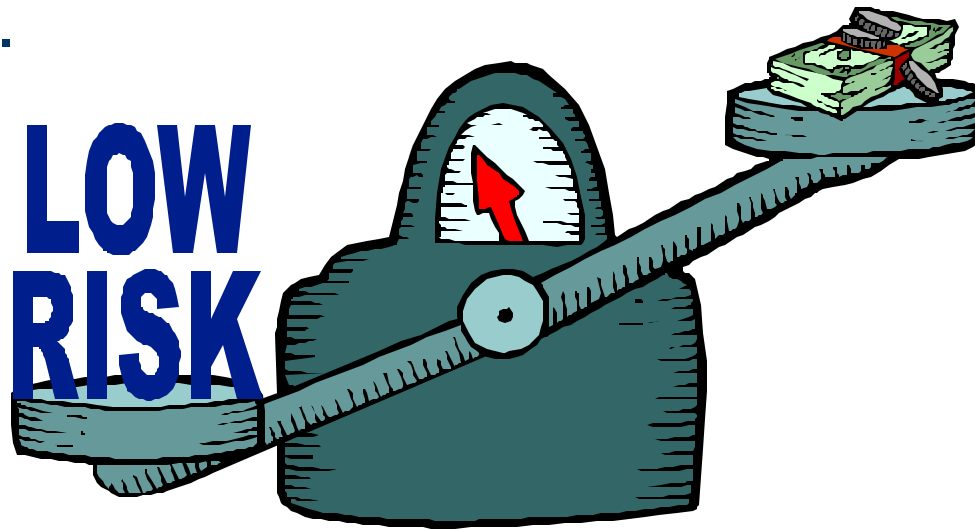
# Chapter Ten (Communications)

- ✍ In the Communications Knowledge Area, Manage Stakeholders process has been replaced by the Administrative Closure process and the administrative closure is no longer a process but is an input to the Close Project process in Integration.



# Chapter Eleventh (Risk)

- ✍ I did not noticed any major changes at the risk chapter, some minor changes (mostly cosmetics) in the inputs, tools & techniques, and outputs.



# Chapter Twelve (PROCUREMENT)

- ✍ Five of the six processes in Procurement have been renamed.
- ✍ The introduction of the chapter has been expanded and clarifies that the book was written with the point of the buyer and that the seller is outside of the organization where the project team is working.

## Chapter Twelve (PROCUREMENT-Cont.)

- ✍ Before: Procurement Planning, Solicitation Planning, Solicitation, Source Selection, Contract Administration, Contract Closeout
- ✍ Now: **Plan Purchases and Acquisitions, Plan Contracting, Request Seller Responses, Select Sellers, Contract Administration, Contract Closure.**
- ✍ This *Edition* expands upon the evaluation criteria adding items to consider such as business size, checking references, and intellectual property rights.

## References

- ✍ Focused Performance. (2005). *Critical Chain Basics*. Retrieved August 24, 2005, from <http://www.focusedperformance.com/articles/cc01.html>
- ✍ PMI. (2004). *A Guide to the Project Management Body of Knowledge* (Third ed.). Newtown Square, PA: Project Management Institute.
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**iY A!**