



PMBOK 1996 X PMBOK 2000

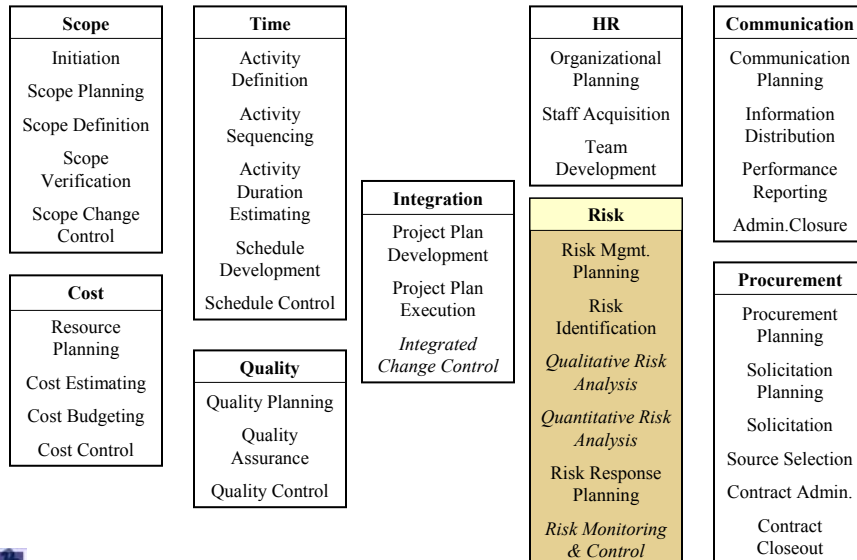


31 de Outubro de 2001

André Barcaui, *PMP*

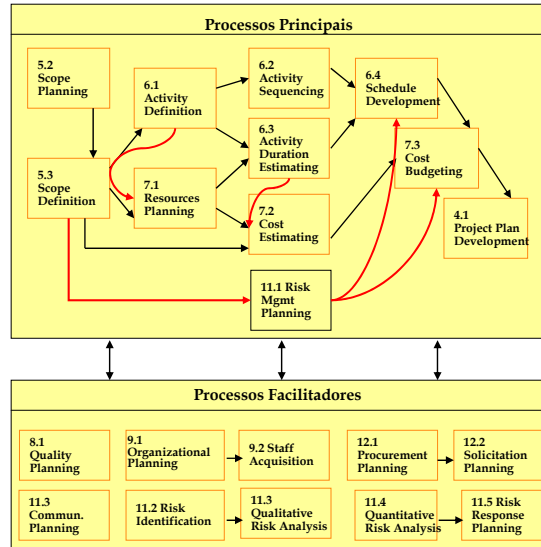


ÁREAS DE CONHECIMENTO



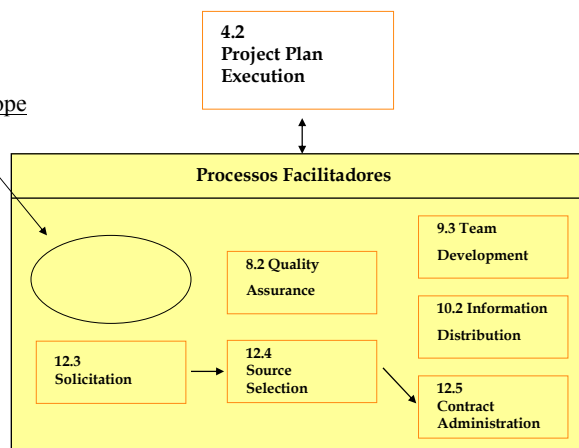


PROCESSOS DE PLANEJAMENTO



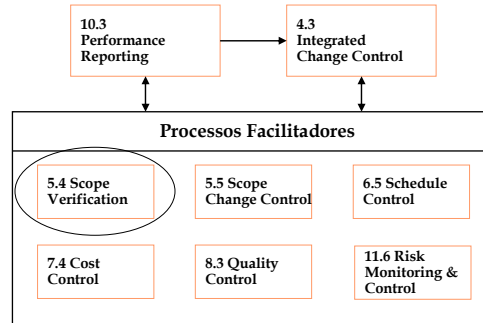
PROCESSOS DE EXECUÇÃO

Não tem mais scope verification !





PROCESSOS DE CONTROLE



ÁREAS DE CONHECIMENTO

Gerenciando o Projeto	Iniciação	Planejamento	Execução	Controle	Fechamento
Project Integration Management		Project Plan Development	Project Plan Execution	Integrated Change Control	
Project Scope Management	Initiation	Scope Planning Scope Definition		Scope Verification Scope Change Control	
Project Time Management		Activity Definition, Activity Sequencing, Activity duration, Estimating Schedule development		Schedule Control	
Project Cost Management		Resource Planning Cost Estimating, & Budget.		Cost Control	
Project Quality Management		Quality Planning	Quality Assurance	Quality Control	
Project Human Resources Management		Organisational Planning Staff Acquisition	Team Development		
Project Communications Management		Communications Planning	Information Distribution	Performance Reporting	Administrative Closure
Project Risk Management		Risk Mgmt. Planning Risk Identification Qualitative Risk Analysis Quantitative Risk Analysis Risk Response Planning		Risk Monitoring & Control	
Project Procurement Management		Procurement Planning Solicitation Planning	Solicitation Source Selection Contract Administration		Contract Close-out





PROJECT PLAN DEVELOPMENT

INPUTS

- Other Planning Outputs
- Historical Information
- Organizational Policies
- Constraints
- Assumptions

(INTEGRATION) TOOLS

- Project Planning Methodology
- Stakeholder Skill & Knowledge
- Project Mgmt. Information System (PMIS)
- Earned Value Management (EVM)

OUTPUTS

- Project Plan
- Supporting Details



PROJECT PLAN EXECUTION

INPUTS

- Project Plan
- Supporting Detail
- Organizational Policies
- Preventive Action
- Corrective Action

(INTEGRATION) TOOLS

- General Mgmt. Skills
- Product Skills & Knowledge
- Work Authorization System
- PMIS
- Organizational Procedures

OUTPUTS

- Work Results
- Change Requests





SCOPE DEFINITION

(SCOPE)

INPUTS

- Scope Statement
- Constraints
- Assumptions
- Other Planning Outputs
- Historical Information

TOOLS

- Work Breakdown Structure (WBS) Updates
- Decomposition

OUTPUTS

- WBS
- Scope Statement Updates



SCOPE VERIFICATION

(SCOPE)

INPUTS

- Work Results
- Product Documentation
- WBS
- Scope Statement
- Project Plan

TOOLS

- Inspection

OUTPUTS

- Formal Acceptance





SCOPE CHANGE CONTROL

(SCOPE)

INPUTS

- WBS
- Performance Reports
- Change Requests
- Scope Management Plan

TOOLS

- Scope Change Control System
- Performance Measurement
- Additional Planning

OUTPUTS

- Scope Changes
- Corrective Action
- Lessons Learned
- Adjusted Baseline



ACTIVITY DEFINITION

(TIME)

INPUTS

- WBS
- Scope Statement
- Historical Information
- Constraints
- Assumptions
- Expert Judgment

TOOLS

- Decomposition
- Templates

OUTPUTS

- Activity List
- Supporting Detail
- WBS Updates





ACTIVITY SEQUENCING

(TIME)

INPUTS

- Activity List
- Product Descrip.
- Mandatory Dependencies
- Discretionary Dependencies
- External Dependencies
- **Milestones**

TOOLS

- Precedence Diagramming Method (PDM)
- Arrow Diagramming Method (ADM)
- Conditional Diagramming Method
- Network Templates

OUTPUTS

- Project Network Diagram
- Activity List Updates

Não tem mais constraints & assumptions !



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ACTIVITY DURATION ESTIMATING

(TIME)

INPUTS

- Activity List
- Constraints
- Assumptions
- Resource Requirements
- Resource Capabilities
- Historical Info.
- **Identified Risks**

TOOLS

- Expert Judgment
- Analogous Estimating
- **Quantitatively based Durations**
- **Reserve Time (Contingency)**

OUTPUTS

- Activity Duration Estimates
- Basis of Estimates
- Activity List Updates

Não tem mais simulation !



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SCHEDULE DEVELOPMENT

(TIME)

INPUTS

- Project Network Diagram
- Activity Duration Estimates
- Resource Requirements
- Resource Pool Desc.
- Calendars
- Constraints
- Assumptions
- Leads and Lags
- Risk Mgmt. Plan
- Activity Attributes

TOOLS

- Mathematical Analysis
- Duration Compression
- Simulation
- Resource Leveling Heuristics
- Project Mgmt. SW
- Coding Structure

OUTPUTS

- Project Schedule
- Supporting Detail
- Schedule Mgmt. Plan
- Resource Requirement Updates



SCHEDULE CONTROL

(TIME)

INPUTS

- Project Schedule
- Performance Reports
- Change Requests
- Schedule Mgmt. Plan

TOOLS

- Schedule Change Control System
- Performance Measurement
- Additional Planning
- Project Mgmt. SW
- Variance Analysis

OUTPUTS

- Schedule Updates
- Corrective Action
- Lessons Learned





RESOURCE PLANNING

(COST)

INPUTS

- WBS
- Historical Information
- Scope Statement
- Resource Pool Desc.
- Organizational Policies
- Activity Duration Estimates

TOOLS

- Expert Judgment
- Alternatives Identification
- Project Management SW

OUTPUTS

- Resource Requirements



COST ESTIMATING

(COST)

INPUTS

- WBS
- Resource Requirements
- Resource Rates
- Activity Duration Estimates
- Estimating Publications
- Historical Information
- Chart of Accounts
- Risks

TOOLS

- Analogous Estimating
- Parametric Modeling
- Bottom-up Estimating
- Computerized Tools
- Other cost estimating methods

OUTPUTS

- Cost Estimates
- Supporting Detail
- Cost Mgmt. Plan





COST BUDGETING

(COST)

INPUTS

- Cost Estimates
- WBS
- Project Schedule
- **Risk Mgmt. Plan**

TOOLS

- Cost Budgeting
Tools & Techniques

OUTPUTS

- Cost Baseline



COST CONTROL

(COST)

INPUTS

- Cost Baseline
- Performance Reports
- Change Requests
- Cost Mgmt. Plan

TOOLS

- Cost Change
Control System
- Performance
Measurement
- **Earned Value
Management (EVM)**
- Additional
Planning
- Computerized
Tools

OUTPUTS

- Cost Baseline





QUALITY PLANNING

(QUALITY)

INPUTS

- Quality Policy
- Scope Statement
- Product Description
- Standards and Regulations
- Other Processes Outputs

TOOLS

- Benefit/Cost Analysis
- Benchmarking
- Flow-charting
- Design of Experiments
- Cost of Quality

OUTPUTS

- Quality Mgmt. Plan
- Operational Definitions
- Checklists
- Inputs to Other Processes



INFORMATION DISTRIBUTION

(COMMUNICATION)

INPUTS

- Work Results
- Communications Mgmt. Plan
- Project Plan

TOOLS

- Communication Skills
- Information Retrieval System
- Information Distribution Methods

OUTPUTS

- Project Records
- Project Reports
- Project Presentations





ADMINISTRATIVE CLOSURE

(COMMUNICATION)

INPUTS

- Performance Measurement Documentation
- Product Documentation
- Other Project Records

TOOLS

- Performance Reporting Tools & Techniques
- Project Reports
- Project Presentations

OUTPUTS

- Project Archives
- Project Closure
- Lessons Learned

↓
Não tem mais formal acceptance !



RISK MANAGEMENT PLANNING

(RISK)

INPUTS

- Project Charter
- Organization's Risk Mgmt. Policies
- Defined roles & responsibilities
- Stakeholder risk tolerances
- Template for the organization's risk Mgmt. Plan
- WBS

TOOLS

- Planning Meetings

OUTPUTS

- Risk Mgmt. Plan





RISK IDENTIFICATION

(RISK)

INPUTS

- Risk Mgmt. Plan
- Project Planning Outputs
- Risk Categories
- Historical Information

TOOLS

- Documentation Reviews
- Information Gathering Techniques
- Checklists
- Assumption Analysis
- Diagramming Techniques

OUTPUTS

- Risks
- Triggers
- Inputs to other Processes



QUALITATIVE RISK ANALYSIS

(RISK)

INPUTS

- Risk Mgmt. Plan
- Identified Risk
- Project Status
- Project Type
- Data precision
- Scales of Probability & Impact
- Assumptions

TOOLS

- Risk Probability & Impact
- Probability/Impact Risk Rating Matrix
- Project Assumptions Testing
- Data precision ranking

OUTPUTS

- Overall Risk Ranking for the Project
- List of prioritized risks
- List of risks for additional analysis & mgmt.
- Trends in Qualitative risk analysis results





QUANTITATIVE RISK ANALYSIS

(Risk)

INPUTS

- Risk Mgmt. Plan
- Identified Risks
- List of Prioritized Risk
- List of of Risks for Additional Analysis & Mgmt.
- Historical Info.
- Expert Judgment
- Other Planning Outputs

TOOLS

- Interviewing
- Sensitivity Analysis
- Decision Tree Analysis
- Simulation

OUTPUTS

- Prioritized list of quantified risks
- Probabilistic analysis of the project
- Probability of achieving the cost & time objectives
- Trends in quantitative risk analysis results



RISK RESPONSE PLANNING

(Risk)

INPUTS

- Risk Mgmt. Plan
- List of Prioritized risks
- Risk Ranking of the project
- Prioritized list of quantified risks
- Probabilistic analysis of the project
- Probability of achieving the cost & time objectives
- List of potential responses
- Risk Thresholds
- Risk Owners
- Common Risk causes
- Trends in qualitative & quantitative risk analysis results

TOOLS

- Avoidance
- Transference
- Mitigation
- Acceptance

OUTPUTS

- Risk Response Plan
- Residual Risks
- Secondary Risks
- Contractual Agreements
- Contingency Reserve amounts needed
- Inputs to other processes
- Inputs to a revised project plan





RISK MONITORING & CONTROL

(RISK)

INPUTS

- Risk Mgmt. Plan
- Risk Response Plan
- Project Communication
- Additional Risk Identification & Analysis
- Scope Changes

TOOLS

- Project Risk Response Audits
- Periodic Project Risk Reviews
- Earned Value Analysis
- Technical Performance Measurement
- Additional Risk Response Planning

OUTPUTS

- Workaround plans
- Corrective Action
- Project Change Requests
- Updates to the Risk Response Plan
- Risk Database
- Updates to Risk Identification Checklists



MISCELÂНИЯ

- Definição de **Project Office** – Project Mgmt Context – pag. 21;
- Novos exemplos de **ciclo de vida** de projeto;
- **Earned Value Management (EVM)**, como parte integrante de Gerência de Integração, Custos, Risco e Comunicação;
- Tabela exemplo de **EVA**- Illustrative Tabular Performance Report – pag. 124;
- Teoria das Restrições e Cadeia Crítica ignoradas;
- Capítulo de Risco totalmente reestruturado, com exemplos mais claros (ex. Decision Tree Analysis – pag.141);
- Novos termos no glossário (ex. **CAP**: Control Account Plan).





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