



# PMBOK 1996 X PMBOK 2000

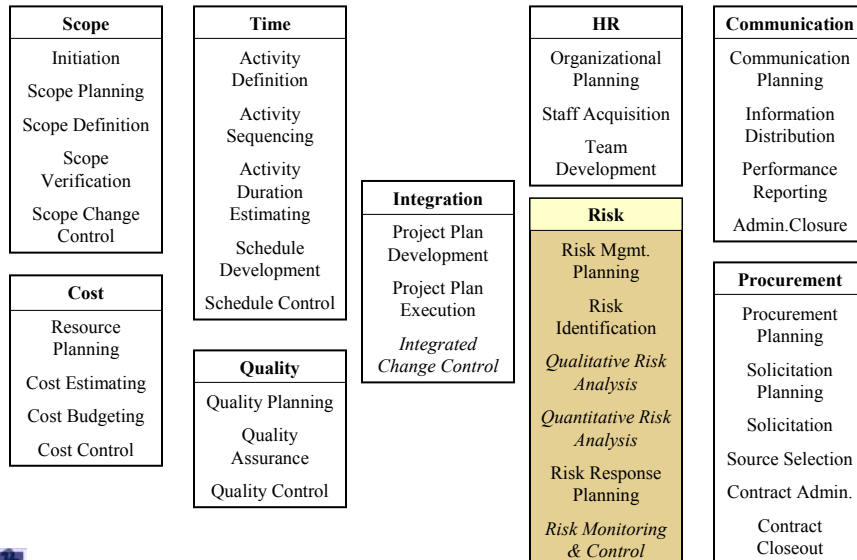


31 de Outubro de 2001

André Barcaui, *PMP*

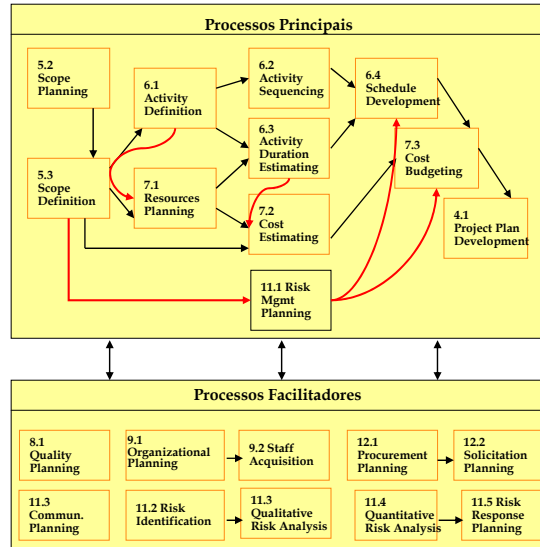


## ÁREAS DE CONHECIMENTO



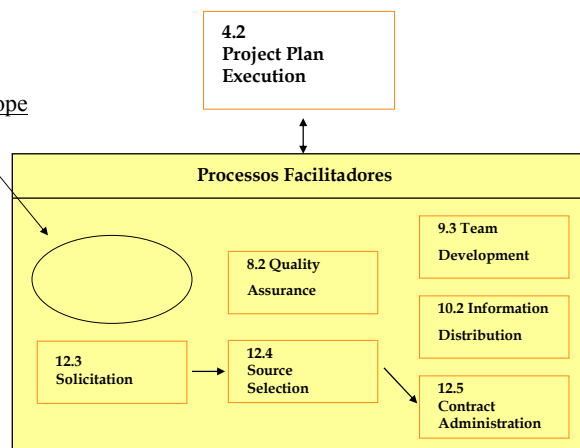


# PROCESSOS DE PLANEJAMENTO



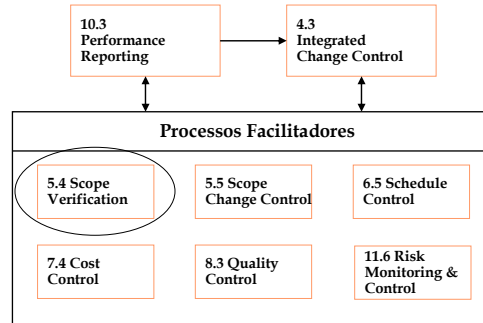
# PROCESSOS DE EXECUÇÃO

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



## MISCELÂNIA

- 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).





## DÚVIDAS

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