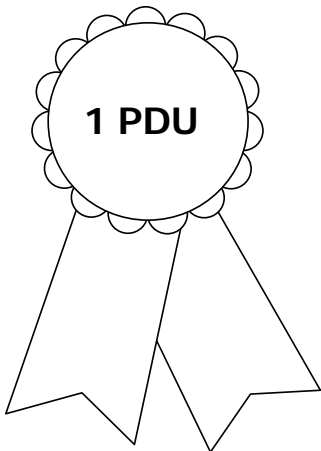


Les matinées PMI

PMBOK 3ième édition (2004): La révolution du PMI

De la théorie à la pratique

 Carl.Gilbert@SolutionsGPcmg.com





Carl M. Gilbert, ing. PMP MGP CVS

- ◆ **Président de Solutions GP CMG inc.**
- ◆ **MGP (UQAM)**
- ◆ **12 années d'expérience GP (TI & constr.)**
- ◆ **VP Certification & formation PMI-Montréal**
- ◆ **Instructeur PMP**
- ◆ **PMBOK 2004 French Translation Verification Committee**
- ◆ **Responsable cursus cours GP et formateur exclusif chez Technologia Formation**

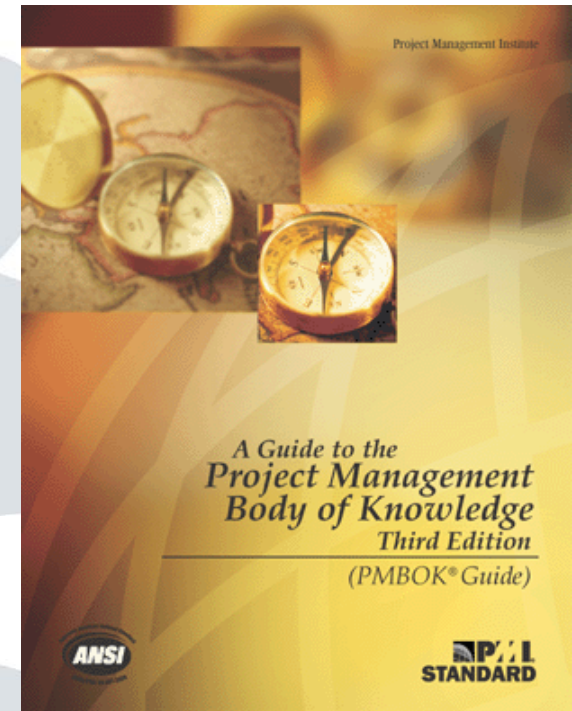
Partenaire
TECHNOLOGIA
Formation

 **Project**
Registered
Education
Provider **Management**
Institute



PMBOK 3rd edition (2004)

- ❖ Contexte de la mise à jour
- ❖ Principales modifications
- ❖ Défis
- ❖ Traduction en français

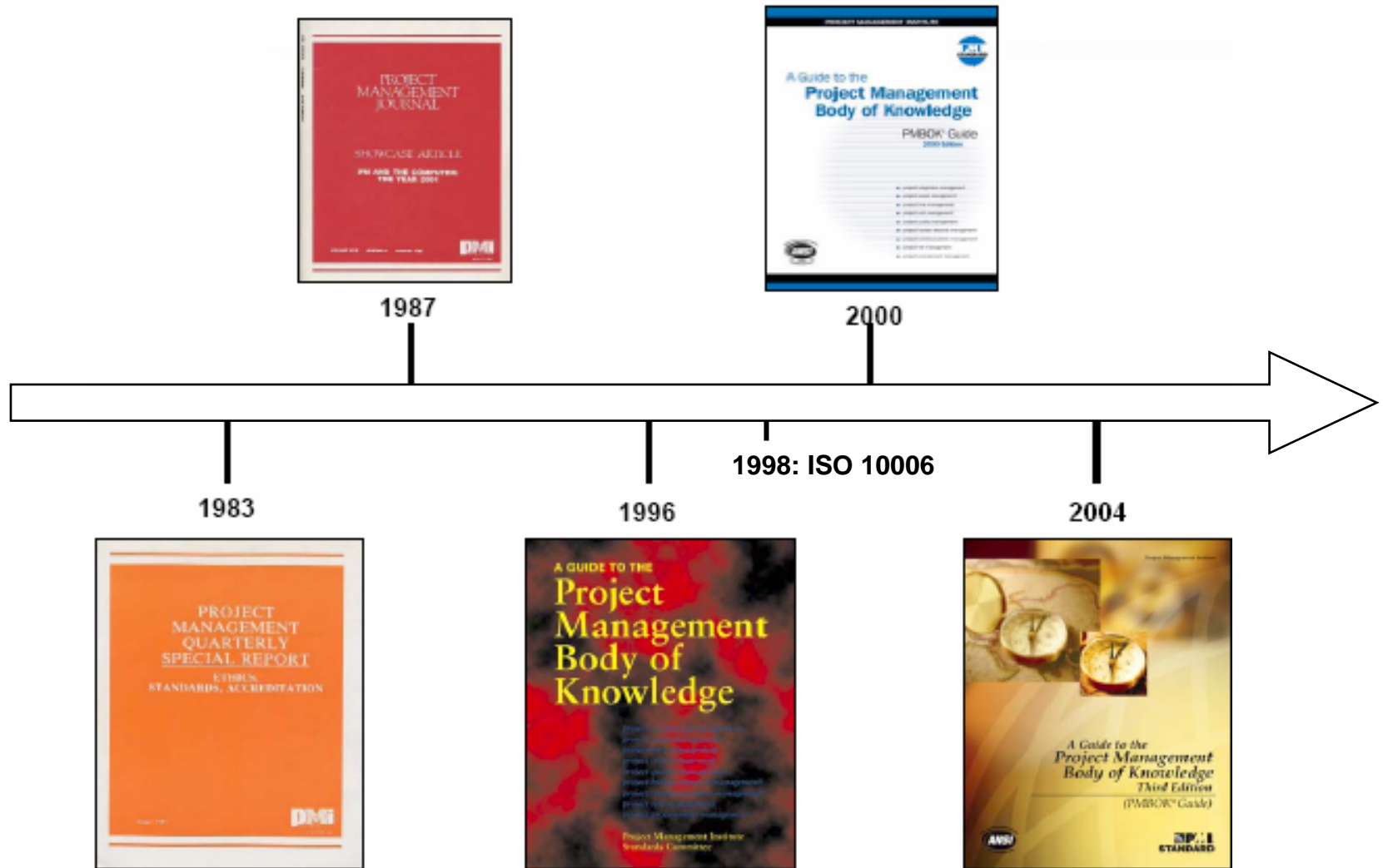


Sortie*: Octobre 2004!!!

***Pre-release REP: 31 août 2004**

Contexte de la mise à jour:

- ❖ **Norme ANSI:**
 - ◆ Obligation de réviser la norme à tous les 4 ans
- ❖ **Ajouts de nouvelles bonnes pratiques émergentes**
- ❖ **Ajouts de termes techniques au glossaire**
- ❖ **Milliers de recommandations de la part de la communauté de GP depuis la parution du PMBOK 2000**



Principales modifications:

- ❖ **5 nouveaux processus**
- ❖ **Nouveau mapping des 5 groupes de processus**
 - ◆ Livrables clairement définis
- ❖ **PMO enfin défini!!!**
- ❖ **Gestion de l'intégration complètement revue**
- ❖ **Chaîne critique ajoutée**
- ❖ **Glossaire élargi et amélioré**

2000

2004

2000 Edition Sections Moved / Merged	Third Edition Sections New/ Renamed/ Moved
Section I The Project Management Framework Chapters 1, 2, and 3	Section I The Project Management Framework Chapters 1 and 2
	Section II The Standard for Project Management of a Project Chapter 3 Project Management Processes for a Project
Section II The Project Management Knowledge Areas Chapters 4 through 12	Section III The Project Management Knowledge Areas Chapters 4 through 12
Section III Appendices Appendix A through G	Section IV Appendices Appendix A through G
Section IV Glossary and Index	Section V Glossary and Index

5 nouveaux processus

❖ 7 ajouts

- ◆ Develop Project Charter (4.1)
- ◆ Develop Project Scope Statement (Preliminary) (4.2)
- ◆ Monitor and Control Project Work (4.5)
- ◆ Close Project (4.7)
- ◆ Create Work Breakdown Structure (5.3)
- ◆ Activity Resource Estimating (6.3)
- ◆ Manage Project Team (9.4)

} Integration

Scope

Time

HR

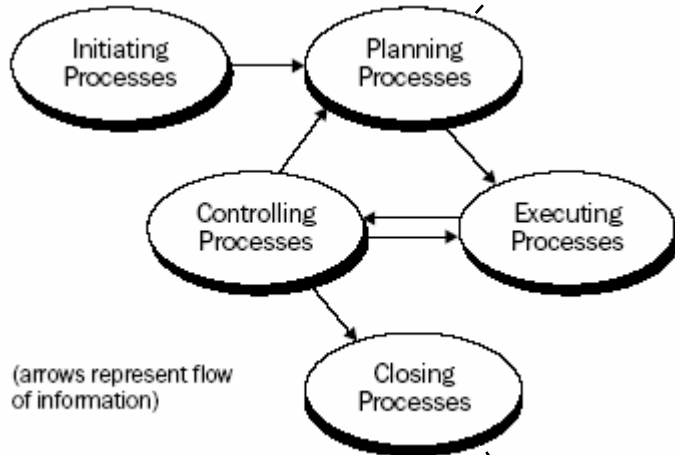
❖ 2 enlevés

- ◆ Initiation (Scope)
- ◆ Resource planning (Cost)

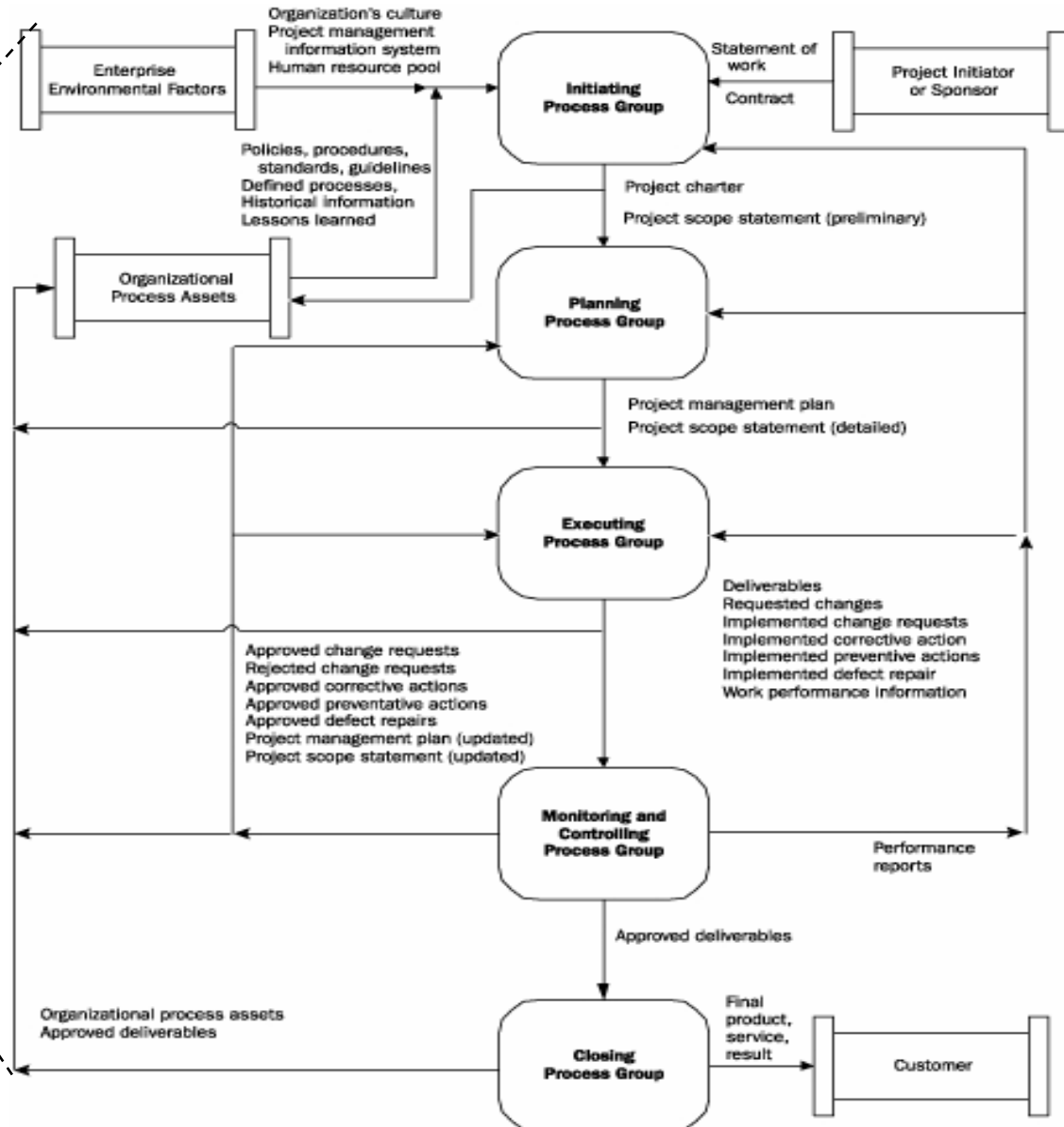
❖ 13 renommés

Nouveau mapping des 5 groupes de processus

2000



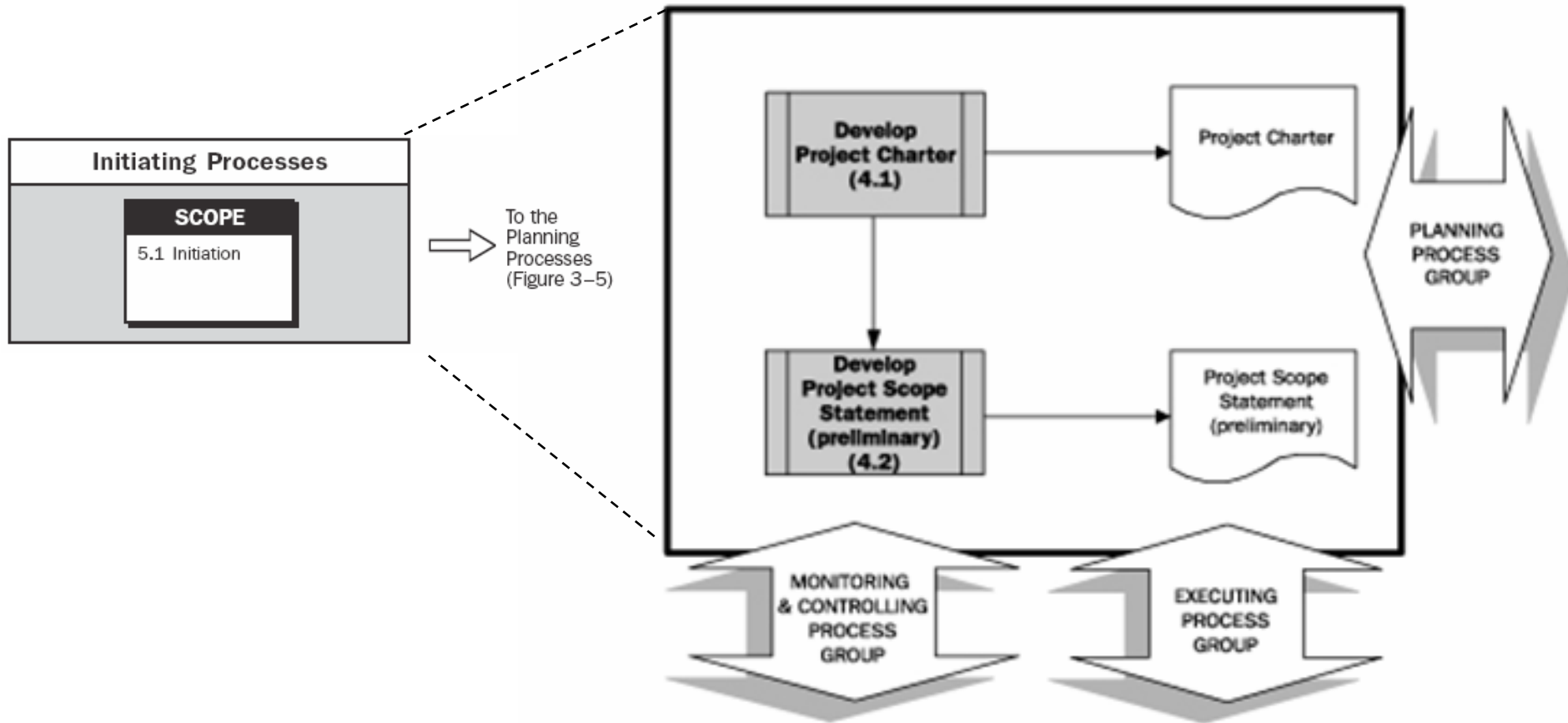
2004



Initiating processes

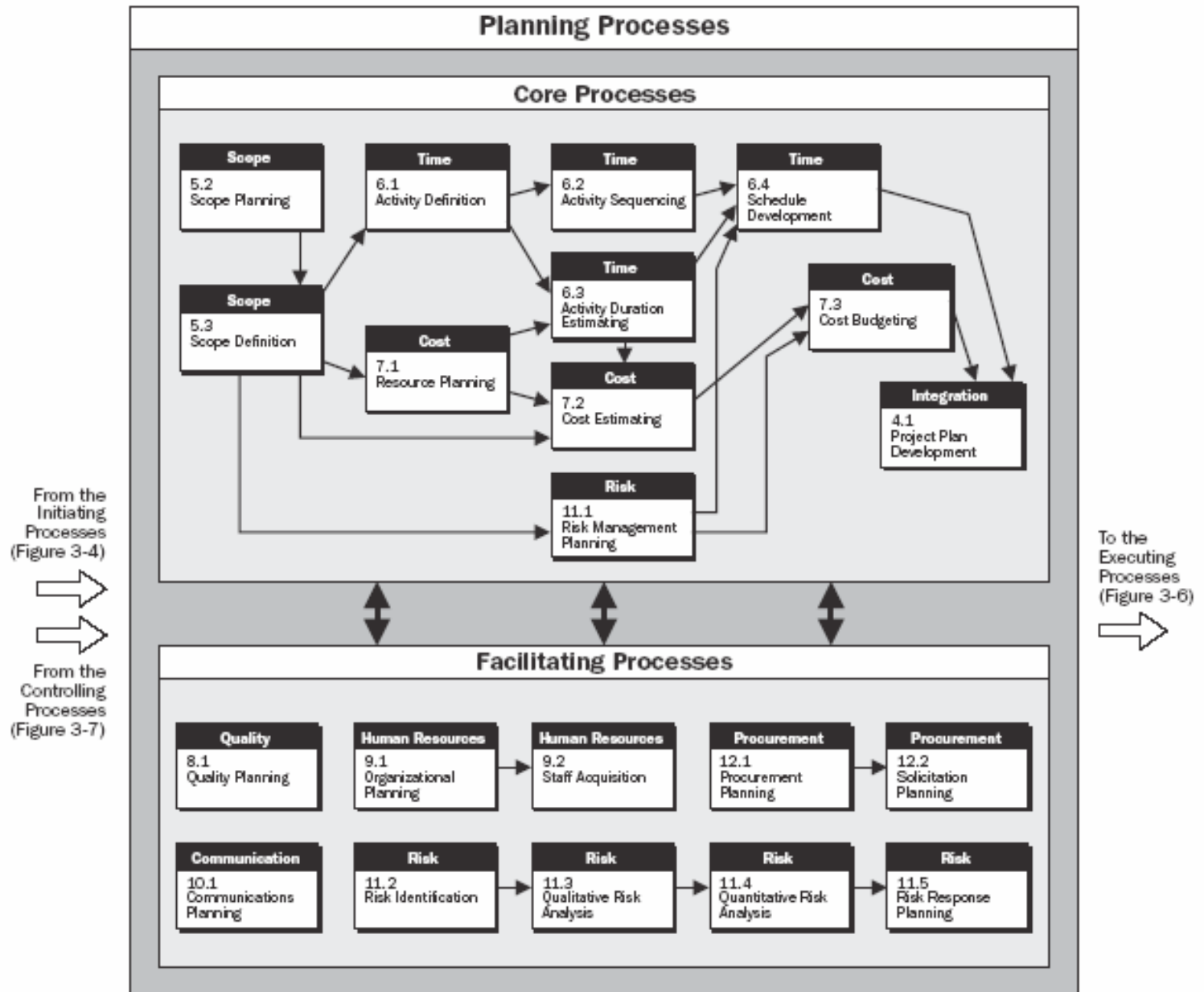
2000

2004



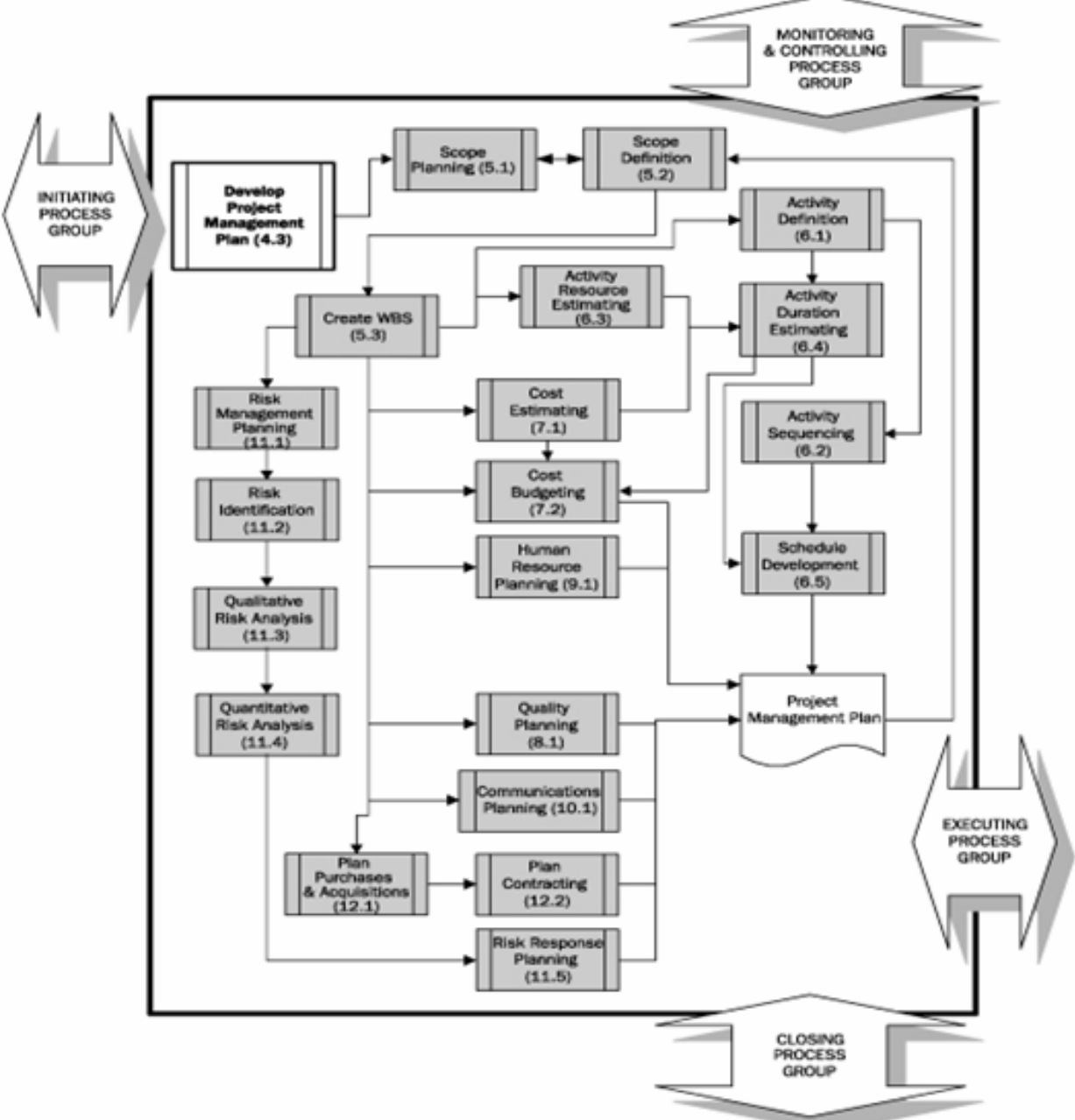
Planning processes

2000



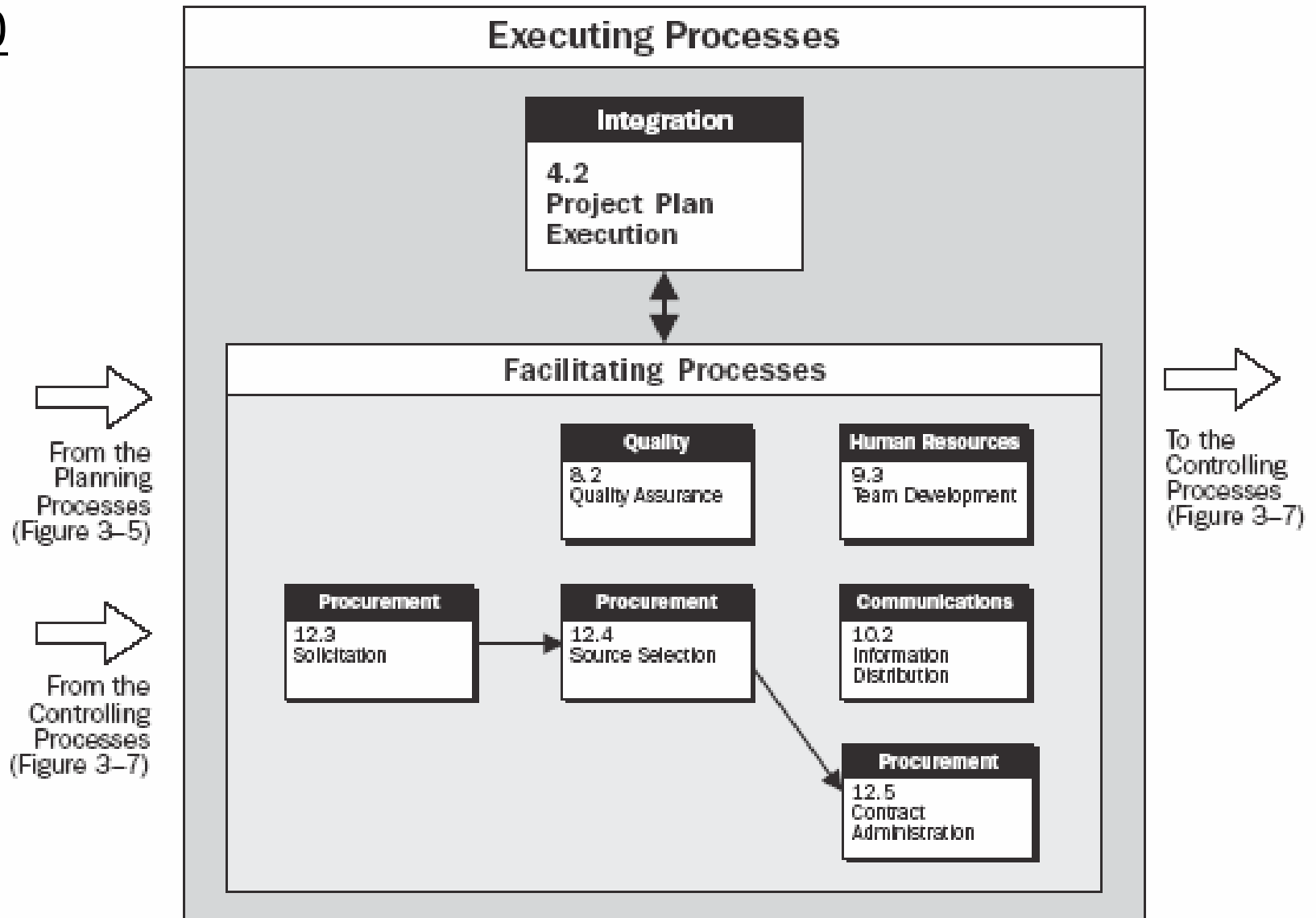
Planning processes

2004



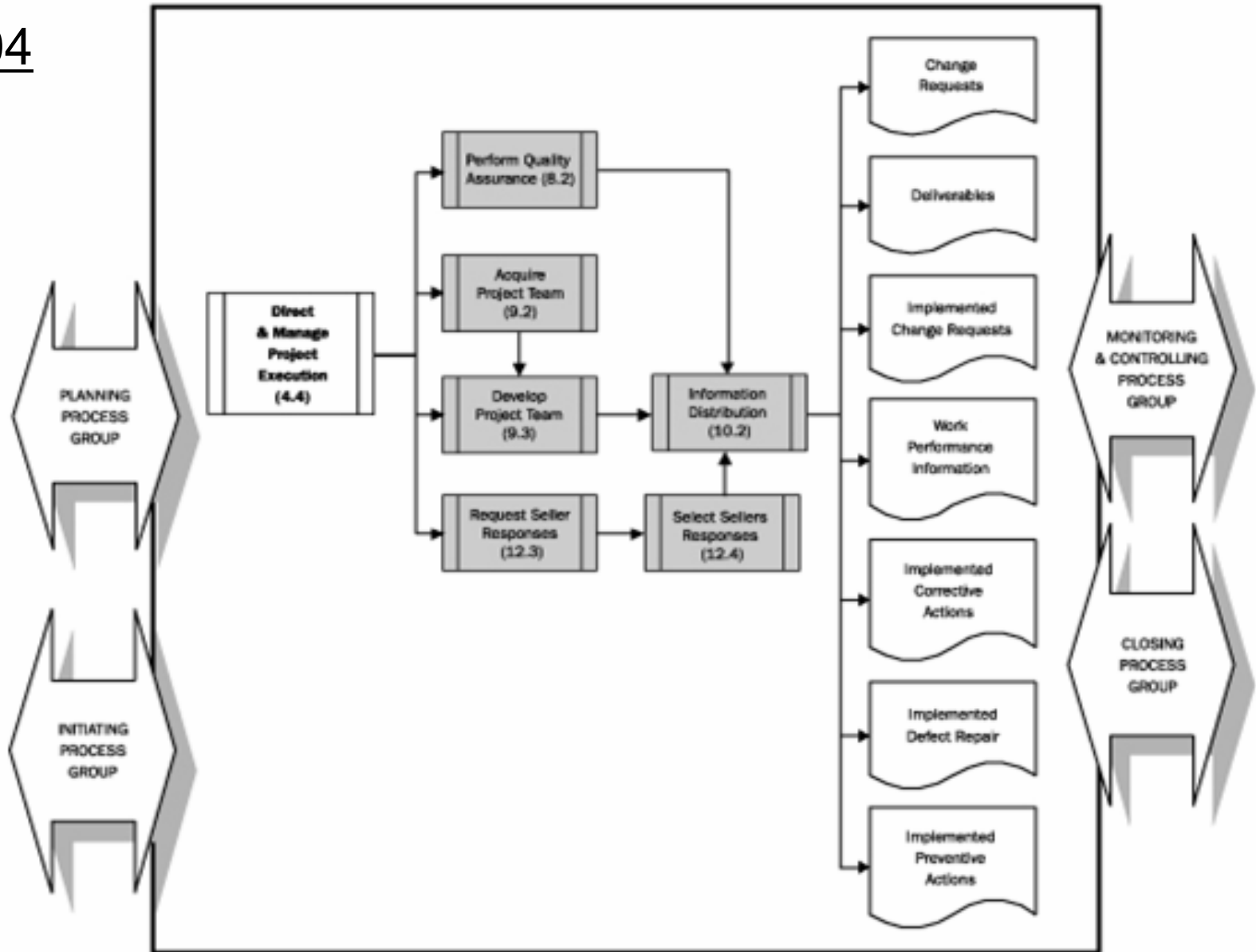
Executing processes

2000



Executing processes

2004

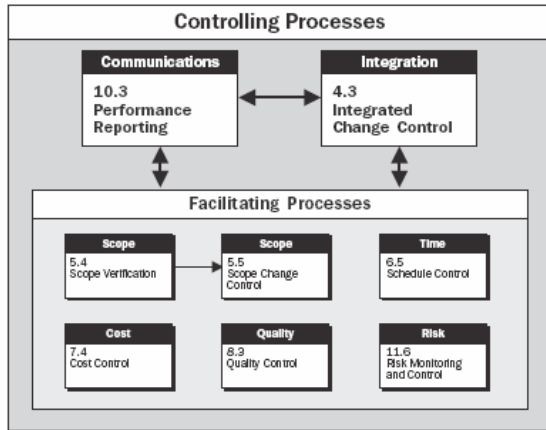


Monitoring & controlling processes

2000

2004

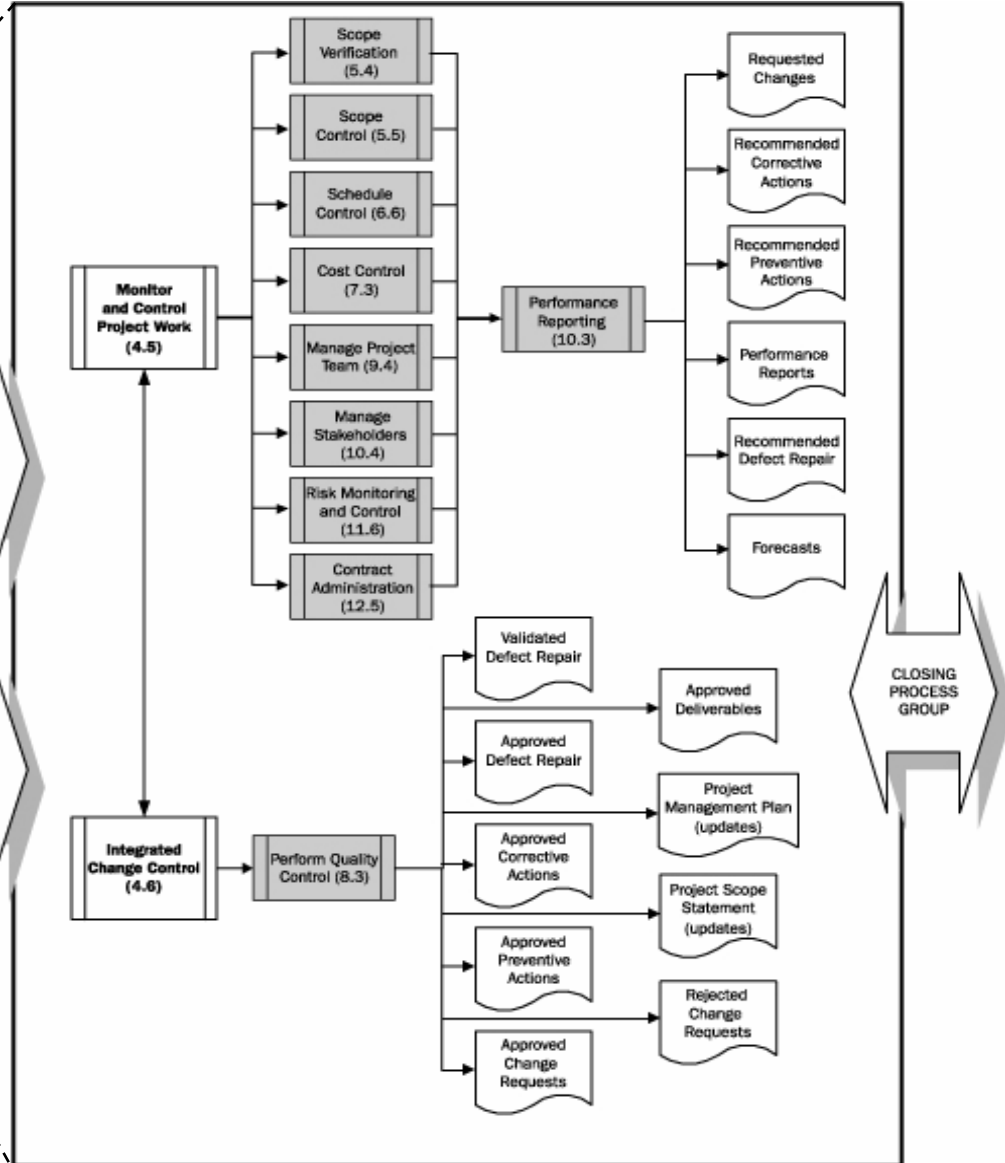
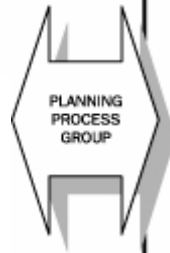
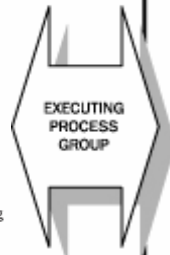
From the Executing Processes (Figure 3-6)



To the Planning Processes (Figure 3-5)

To the Executing Processes (Figure 3-6)

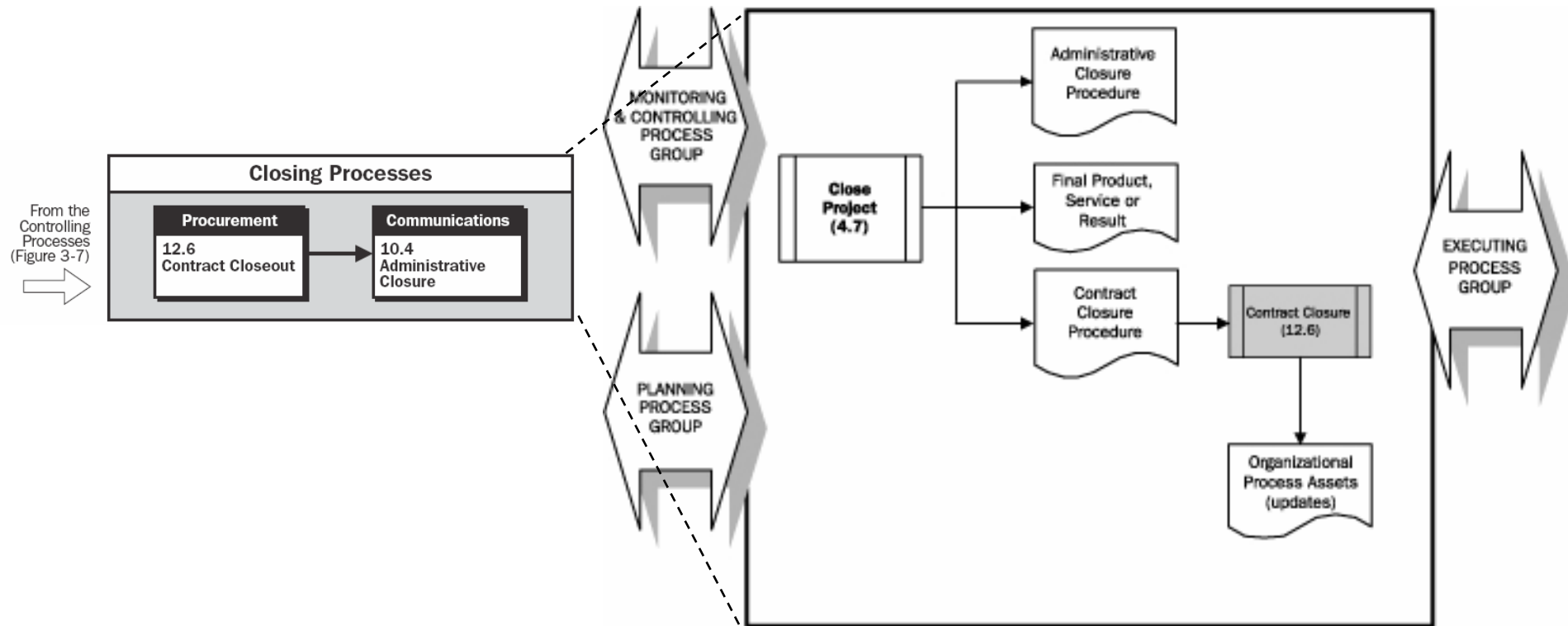
To the Closing Processes (Figure 3-8)



Closing processes

2000

2004



PMO: Enfin défini!!! (extraits de la section 1.6.4)

Some of the key features of a PMO include, but are not limited to:

- Shared and coordinated resources across all projects administered by the PMO.
- Identification and development of project management methodology, best practices and standards.
- Clearinghouse and management for project policies, procedures, templates and other shared documentation.
- Centralized configuration management for all projects administered by the PMO.
- Centralized repository and management for both shared and unique risks for all projects.
- Central office for operation and management of project tools, such as enterprise-wide project management software.
- Central coordination of communication management across projects.
- A mentoring platform for project managers.
- Central monitoring of all PMO project timelines and budgets, usually at the enterprise level.
- Coordination of overall project quality standards between the project manager and any internal or external quality personnel or standards organization.

Gestion de l'intégration:

- ❖ Complètement revue et améliorée
- ❖ Gros bon sens (après le WBS, il y a le GBS)

2000

4. Project Integration Management	
4.1	Project Plan Development
4.2	Project Plan Execution
4.3	Integrated Change Control

2004

4. Project Integration Management		
4.1	Develop Project Charter	← Scope (transfert)
4.2	Develop Project Scope Statement (Preliminary)	← Nouveau
4.3	Develop Project Management Plan	← Existant
4.4	Direct and Manage Project Execution	← Existant
4.5	Monitor and Control Project Work	← Nouveau
4.6	Integrated Change Control	← Existant
4.7	Close Project	← Communication (transfert)

Chaîne critique ajoutée

❖ Schedule Development (6.5, anciennement 6.4)

2000

Tools & Techniques
.1 Mathematical analysis
.2 Duration compression
.3 Simulation
.4 Resource leveling heuristics
.5 Project management software
.6 Coding structure

(CPM)

2004

Tools & Techniques
.1 Schedule network analysis
.2 Critical path method
.3 Schedule compression
.4 What-if scenario analysis
.5 Resource leveling
.6 Critical chain method
.7 Project management software
.8 Applying calendars
.9 Adjusting leads and lags
.10 Schedule model

Défis:

- ❖ **Milliers de commentaires de la part de la communauté de pratiques**
- ❖ **266 bénévoles (dont 98 à l'ext. des USA)**
 - ◆ 19 pays
 - ◆ 2900 commentaires sur le Final Exposure Draft (FED)
 - ❖ Chaque commentaire DOIT être adressé
- ❖ **Débats d'experts (guerres d'experts!!!)**
- ❖ **Traduction simultanée en 8 langues**
 - ◆ Paradis pour trouver les coquilles
 - ◆ Enfer pour les modifications (imbriquées)



Traduction en français

❖ Core team:

- ◆ Pierre Cadieux (Canada – PMI-Lévis-Québec)
- ◆ Carl M. Gilbert (Canada – PMI-Montréal)
- ◆ Jean Gouix (France), Project Leader
- ◆ Robert Hierholtz (France)
- ◆ Alex Matthey (Suisse)
- ◆ Crispin ‘Kik’ Piney (France)
- ◆ Bernard Roduit (Suisse)

❖ Extended team:

- ◆ 8 autres bénévoles, dont Nicholas Frenette (Montréal) et Jennifer Graham (Toronto)

Traduction en français

◆ **Faits saillants (en date du 15 sept. 2004):**

❖ **Glossaire francophone international terminé**

◆ **Prise en compte des 'deltas' comme:**

- ❖ management VS gestion
- ❖ maîtrise VS contrôle

❖ **Traduction des chapitres 1 à 7 terminés**

- ◆ env. 50% d'avancement

❖ **Parution:**

- ◆ Planifié initialement : Octobre 2004
- ◆ Réaliste: Novembre 2004 (ou Décembre 2004)
 - ❖ Nette amélioration comparativement au PMBOK 2000 FR, publié en 2003!

Conclusions:

- ◆ **Plus détaillé (et donc plus complexe)**
- ◆ **Mieux structuré**
- ◆ **Glossaire amélioré**
- ◆ **Traduction en français international**
 - ❖ **Servira aussi de base pour l'examen PMP (enfin!!!)**
 - ❖ **Nouvel examen PMP (FR & ENG)*: Juillet 2005**

***basé sur PMBOK 3rd edition (2004)**

Vous avez des questions?

