



# ***PMBOK® Guide - Sixth Edition***

Projektmenedzsment Szakmai Teadélután  
2018. Január 17.

Dr. Pálvölgyi Lajos, PMP

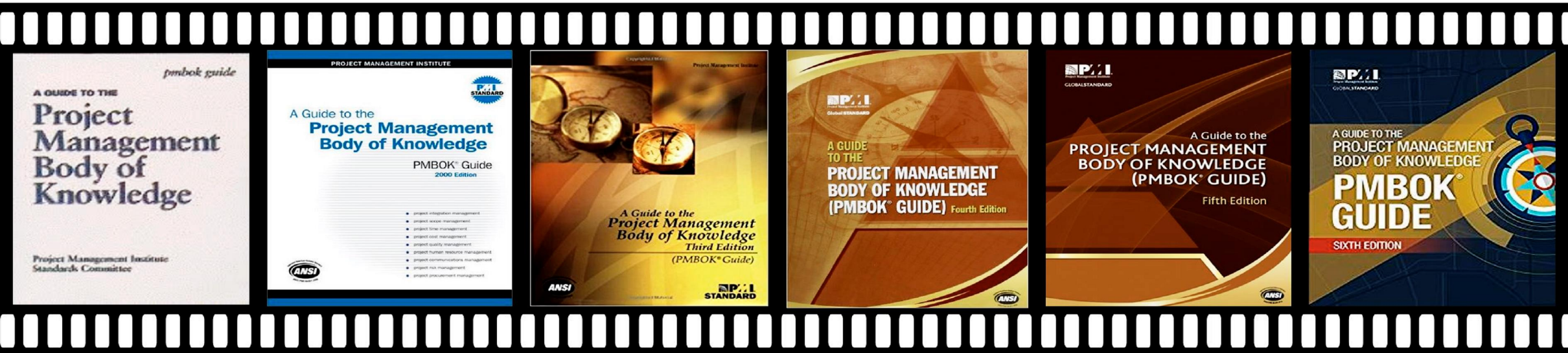
## Főbb témák

- A PMBOK® Guide története
- A PMBOK® Guide megközelítésének sajátosságai, miként használható
- A PMBOK® Guide – Sixth Edition újdonságai, a vizsga változása
- Magyar fordítások: az elmúlt 12 év és a közeljövő könyvkiadási projektjei, terminológiai kérdések
- Kérdések és észrevételek: közben is, és a végén is

**Miért  
Guide?**

# PMBOK® GUIDE FILMSTRIP

Timeline of “A Guide to Project Management Body of Knowledge” by PMI



**1996**

1<sup>st</sup> Edition

176 Pages

9 Knowledge Areas

37 Processes

**2000**

2<sup>nd</sup> Edition

211 Pages

9 Knowledge Areas

39 Processes

**2004**

3<sup>rd</sup> Edition

390 Pages

9 Knowledge Areas

44 Processes

592 ITTOs

**2009**

4<sup>th</sup> Edition

467 Pages

9 Knowledge Areas

42 Processes

517 ITTOs.

**2013**

5<sup>th</sup> Edition

589 Pages

10 Knowledge Areas

47 Processes

619 ITTOs

**2017**

6<sup>th</sup> Edition (2 Volumes)

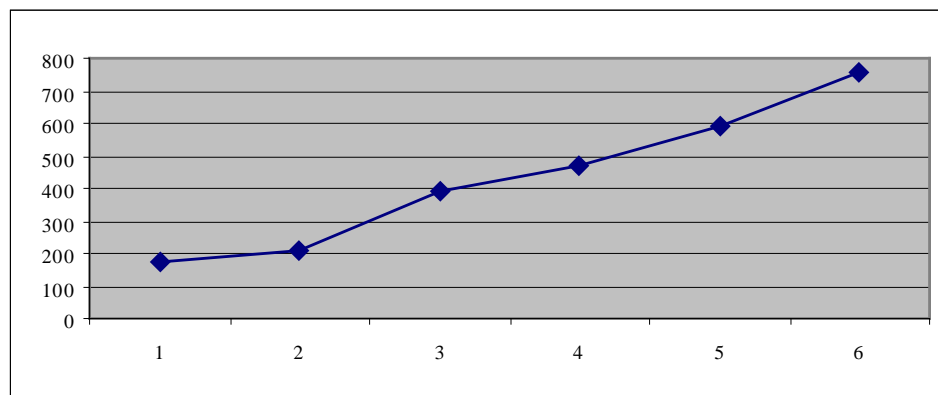
**758** Pages

10 Knowledge Areas

49 Processes

\_\_\_ ITTOs

	Megjelenés	Oldalszám	Folyamatok száma	Magyar kiadás
Els kiadás	1996	176	37	
Második kiadás	2000	211	39	
Harmadik kiadás	2004	390	44	2006
Negyedik kiadás	2009	467	47	
Ötödik kiadás	2013	589	47	2013
Hatodik kiadás	2017	758 (+168)	49	



**Terjedelem és tördelés?**

## ***PMI and PMBOK® Guide fact sheet***

PMI Members: ~ 496.000 (2017)      Active PMP's: ~ 806.000 (2017)

PMBOK Guide: > 5,7 million copies (all editions, all translations)

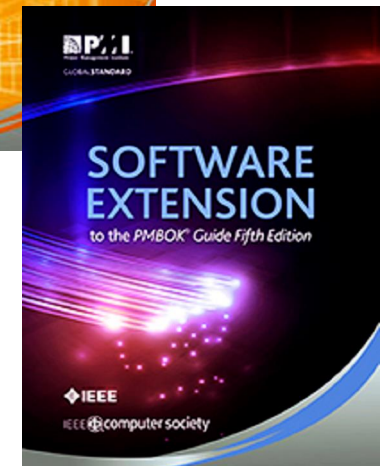
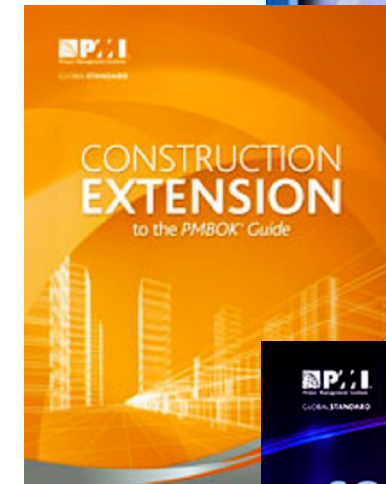
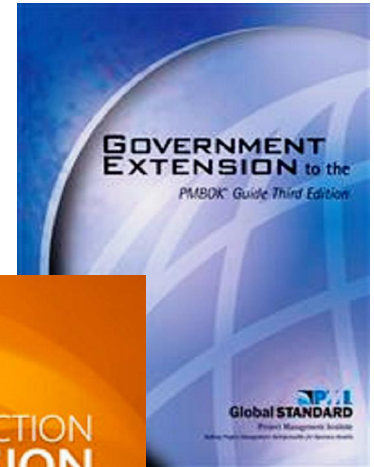
Scope: single projects, general recognized as good practice

Extensions: construction, government, software

Features: global standard, scalable, SW-support-independent

Update: in every four year (last: 2017/September),

Copyright: public, trade-mark, publications copyrighted



**PMBOK® Guide:** a subset of the project management body of knowledge that is generally recognized as a good practice.

**Generally recognized:** the knowledge and practices described are applicable to most projects most of the time and there is a consensus about their value and usefulness.

**Good practice:** there is a general agreement that the application of the knowledge, skills, tools, and techniques can enhance the chance of success over many projects.

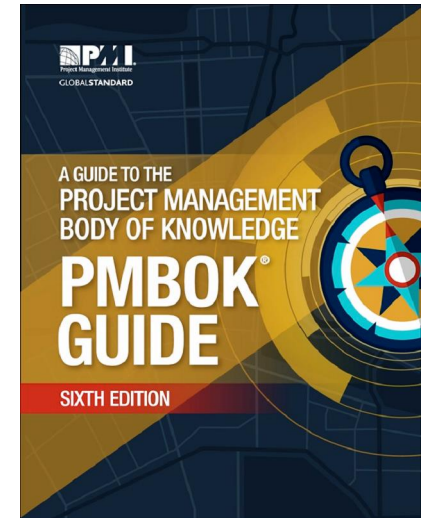


Sometimes the "latest" project management trends, often promoted by consultants, may not be part of the latest version.

## ***Helyes-e az alábbi mondás a PMI felfogása szerint?***

***„Mi a PMBOK® (Guide) metodológiát használjuk.”***

- 1) Igen, ha valóban használják, és nem csak beszélnek róla.
- 2) Nem, mert nem láttam még olyan projektet, amely a teljes metodológiát (minden folyamatot, módszert és eszközt) felhasznált volna. Ez ugyanis legtöbbször lehetetlen, és értelmetlen is.
- 3) Nem, de más miatt.



## ***PMI Qualifications***

- Certified Associate in Project Management (CAPM)<sup>®</sup>
- **Project Management Professional (PMP)<sup>®</sup>**
- Program Management Professional (PgMP)<sup>®</sup>
- Portfolio Management Professional (PfMP)<sup>®</sup>
- PMI Risk Management Professional (PMI-RMP)<sup>®</sup>
- PMI Scheduling Professional (PMI-SP)<sup>®</sup>
- PMI Agile Certified Practitioner (PMI-ACP)<sup>®</sup>
- PMI Professional in Business Analysis (PMI-PBA)<sup>®</sup>

Exam update: PMP: 26 March, CAPM: 20 May 2018.

CAPM pilot: 12 March to 20 May 2018 (saving)

Education: Registered Education Provider - REP<sup>™</sup> (PDU system)



**V5 ismerettel  
V6 vizsgára?**

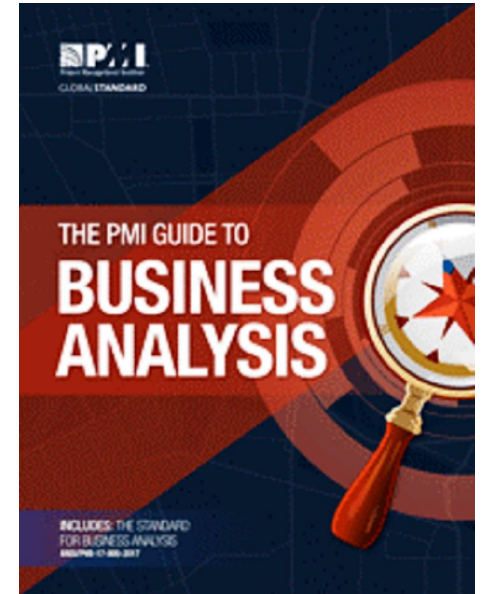


## PMI Foundational Standards

- **PMBOK® Guide – Sixth Edition**
- The PMI Guide to Business Analysis
- The Standard for Program Management
- The Standard for Portfolio Management
- Organizational Project Management Maturity Model (OPM3)

## Practice Standards & Framework

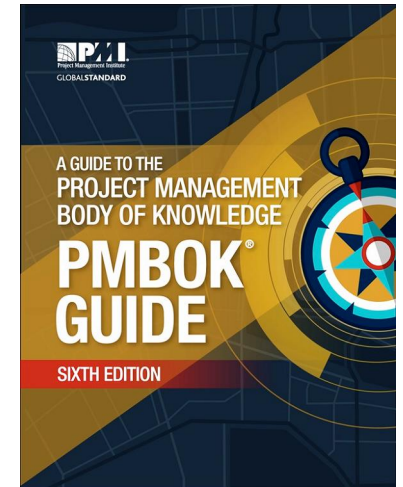
- **Project Manager Competency Development Framework**
- Practice Standard for Project Risk Management
- Practice Standard for Earned Value Management
- Practice Standard for Project Configuration Management
- Practice Standard for Work Breakdown Structures
- Practice Standard for Scheduling
- Practice Standard for Project Estimating



**Project management  
szűkebb / tágabb ?**

## ***PMBOK® Guide – Sixth Edition***

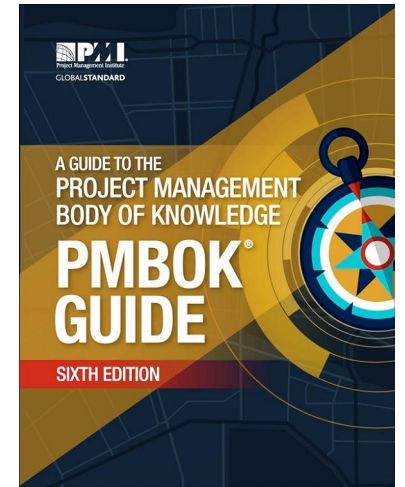
- Part1: Guide (process-based as before )
- Part2: ANSI standard: ANSI/PMI 99-001-2017 (cf. ISO 21500: 2012)
- Appendix: Sixth edition changes
- Appendix: Agile, iterative, adaptive and hybrid project environments
- Appendix: Summary of key concepts for knowledge areas
- Appendix: Tools and techniques
- Glossary (consensus on terminology)



## ***PMBOK® Guide – Sixth Edition***

### *Főbb újdonságok*

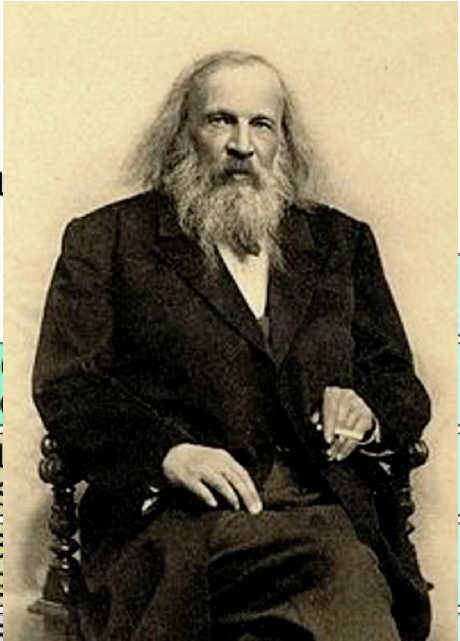
- Nagyobb hangsúly: stratégiai és üzleti szempontok, üzleti dokumentumok
- Új fejezet a projektmenedzser szerepéről, PMI Talent Triangle®
- Pontosabb megkülönböztetés a projektmenedzsmen terv és a projekt dokumentumok között
- Minden tudásterület bevezetőjében négy új alpont:  
Key Concepts, Trends and Emerging Practices, Tailoring Considerations,  
Considerations for Agile/Adaptive Environments
- Az agilis módszerek témája egy dedikált függelékben is megjelenik




Group → 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18  
 ↓ Period

1	1 H																	2 He
2	3 Li	4 Be										5 B	6 C					10 Ne
3	11 Na	12 Mg										13 Al	14 Si	15 P	16 S	17 Cl	18 Ar	
4	19 K	20 Ca	21 Sc	22 Ti	23 V	24 Cr	25 Mn	26 Fe	27 Co	28 Ni	29 Cu	30 Zn	31 Ga	32 Ge	33 As	34 Se	35 Br	36 Kr
5	37 Rb	38 Sr	39 Y	40 Zr	41 Nb	42 Mo	43 Tc	44 Ru	45 Rh	46 Pd	47 Ag	48 Cd	49 In	50 Sn	51 Sb	52 Te	53 I	54 Xe
6	55 Cs	56 Ba	57 La	* 72 Hf	73 Ta	74 W	75 Re	76 Os	77 Ir	78 Pt	79 Au	80 Hg	81 Tl	82 Pb	83 Bi	84 Po	85 At	86 Rn
7	87 Fr	88 Ra	89 Ac	** 104 Rf	105 Db	106 Sg	107 Bh	108 Hs	109 Mt	110 Ds	111 Rg	112 Cn	113 Nh	114 Fl	115 Mc	116 Lv	117 Ts	118 Og

Dmitrij Ivanovics Mengyelejev



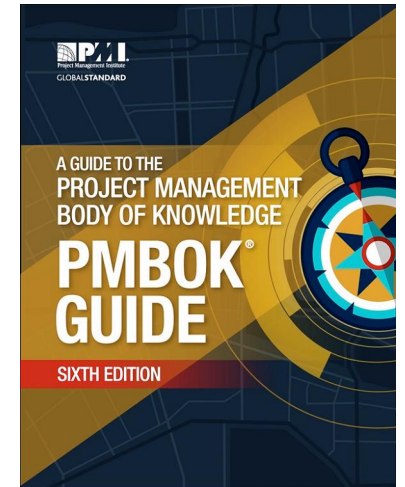
* 58 Ce	59 Pr	60 Nd	61 Pm	62 Sm	63 Eu	64 Gd	65 Tb	66 Dy	67 Ho	68 Er	69 Tm	70 Yb	71 Lu
** 90 Th	91 Pa	92 U	93 Np	94 Pu	95 Am	96 Cm	97 Bk	98 Cf	99 Es	100 Fm	101 Md	102 No	103 Lr

Knowledge Areas	Initiating Process Group	Planning Process Group	Executing Process Group	Monitoring and Controlling Process Group	Closing Process Group
4. Project Integration Management	4.1 Develop Project Charter	4.2 Develop Project Management Plan	4.3 Direct and Manage Project Work 4.4 Manage Project Knowledge	4.5 Monitor and Control Project Work 4.6 Perform Integrated Change Control	4.7 Close Project or Phase
5. Project Scope Management		5.1 Plan Scope Management 5.2 Collect Requirements 5.3 Define Scope 5.4 Create WBS	<b>new</b>	5.5 Validate Scope 5.6 Control Scope	
6. Project Schedule Management		6.1 Plan Schedule Management 6.2 Define Activities 6.3 Sequence Activities 6.4 Estimate Activity Durations 6.5 Develop Schedule	<b>6.4 Estimate Activity Resources removed</b> 	6.6 Control Schedule	
7. Project Cost Management		7.1 Plan Cost Management 7.2 Estimate Costs 7.3 Determine Budget		7.4 Control Costs	

8. Project Quality Management		8.1 Plan Quality Management	8.2 Manage Quality	8.3 Control Quality  <b>new</b>	
9. Project Resource Management		9.1 Plan Resource Management 9.2 Estimate Activity Resources	9.3 Acquire Resources 9.4 Develop Team 9.5 Manage Team	9.6 Control Resources	
10. Project Communications Management		10.1 Plan Communications Management	10.2 Manage Communications	10.3 Monitor Communications	
11. Project Risk Management		11.1 Plan Risk Management 11.2 Identify Risks 11.3 Perform Qualitative Risk Analysis 11.4 Perform Quantitative Risk Analysis 11.5 Plan Risk Responses	11.6 Implement Risk Responses  <b>new</b>	11.7 Monitor Risks	
12. Project Procurement Management		12.1 Plan Procurement Management	12.2 Conduct Procurements	12.3 Control Procurements	
13. Project Stakeholder Management	13.1 Identify Stakeholders	13.2 Plan Stakeholder Engagement	13.3 Manage Stakeholder Engagement	13.4 Monitor Stakeholder Engagement	

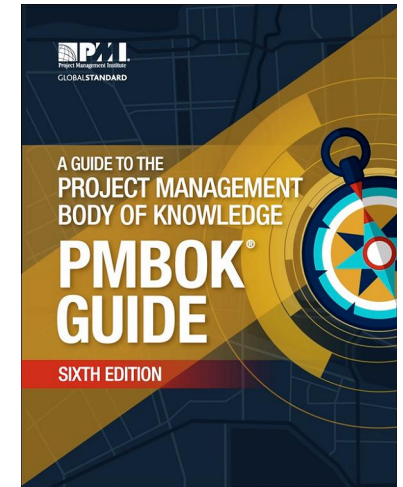
## Újdonságok - struktúra (1)

- A tudásterületek száma változatlanul tíz, de két tudásterület új nevet kapott: Project Schedule Management, Project Resource Management
- A projektmenedzsment folyamatcsoportok száma és elnevezése nem változott, de a folyamatok száma 49-re emelkedett.
- Három új folyamat:
  - Manage Project Knowledge (Project Integration Management, Executing Process Group),
  - Implement Risk Responses (Project Risk Management, Executing Process Group),
  - Control Resources (Project Resource Management, Monitoring & Controlling Process Group)



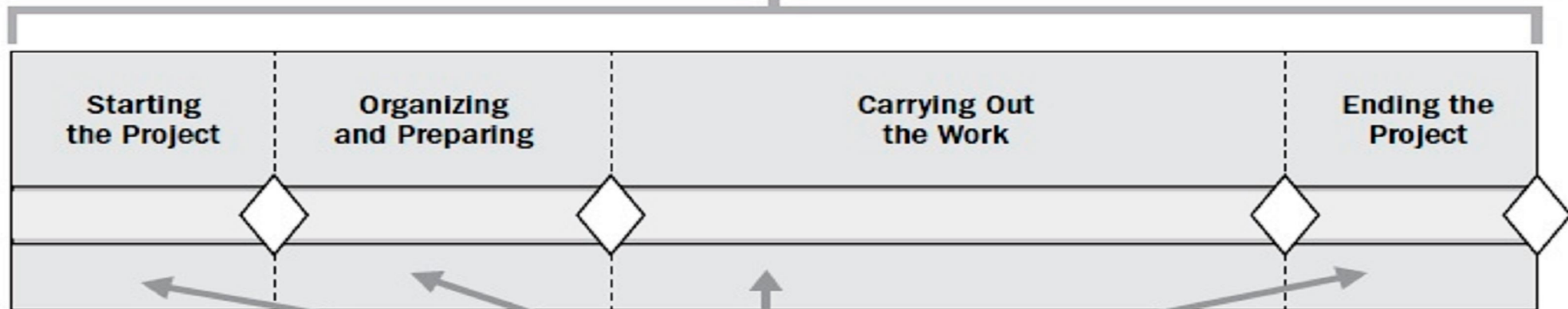
## Újdonságok - struktúra (2)

- Close Procurements beépült a Close Project or Phase folyamatba
- Estimate Activities Resources folyamat átkerült az erőforrás fejezetbe
- Óvatosabban használják a close és control kifejezéseket, mérlegelve, hogy a projektmenedzsmentnek mikor van erre valóban kihatása.
- Több folyamat megváltozó elnevezése tartalmi változást is tükröz, például: Plan Resource Management (korábban Plan Human Resources Management)
- Külön függelék a módszerek és eszközök rendszerezésére





# Project Life Cycle



## Process Groups

Initiating Processes

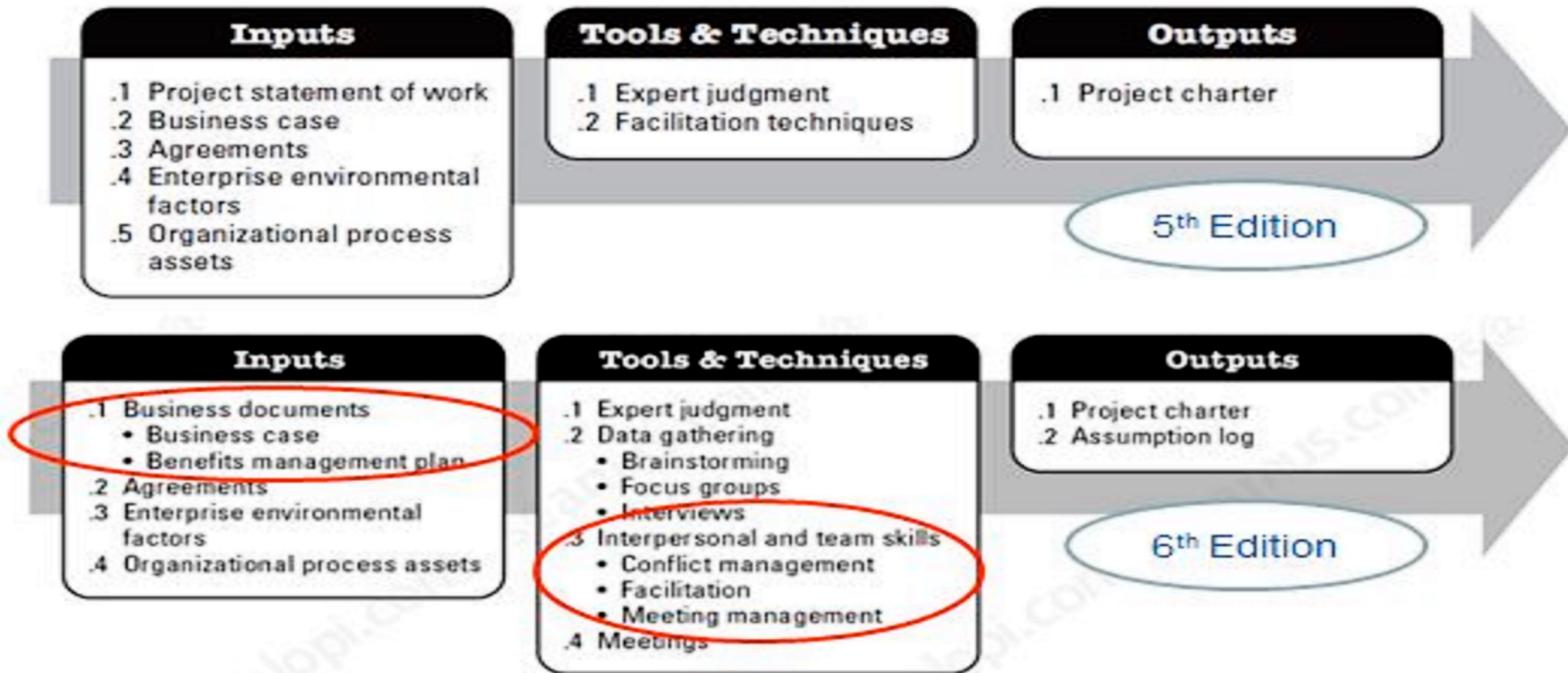
Planning Processes

Executing Processes

Monitoring and Controlling Processes

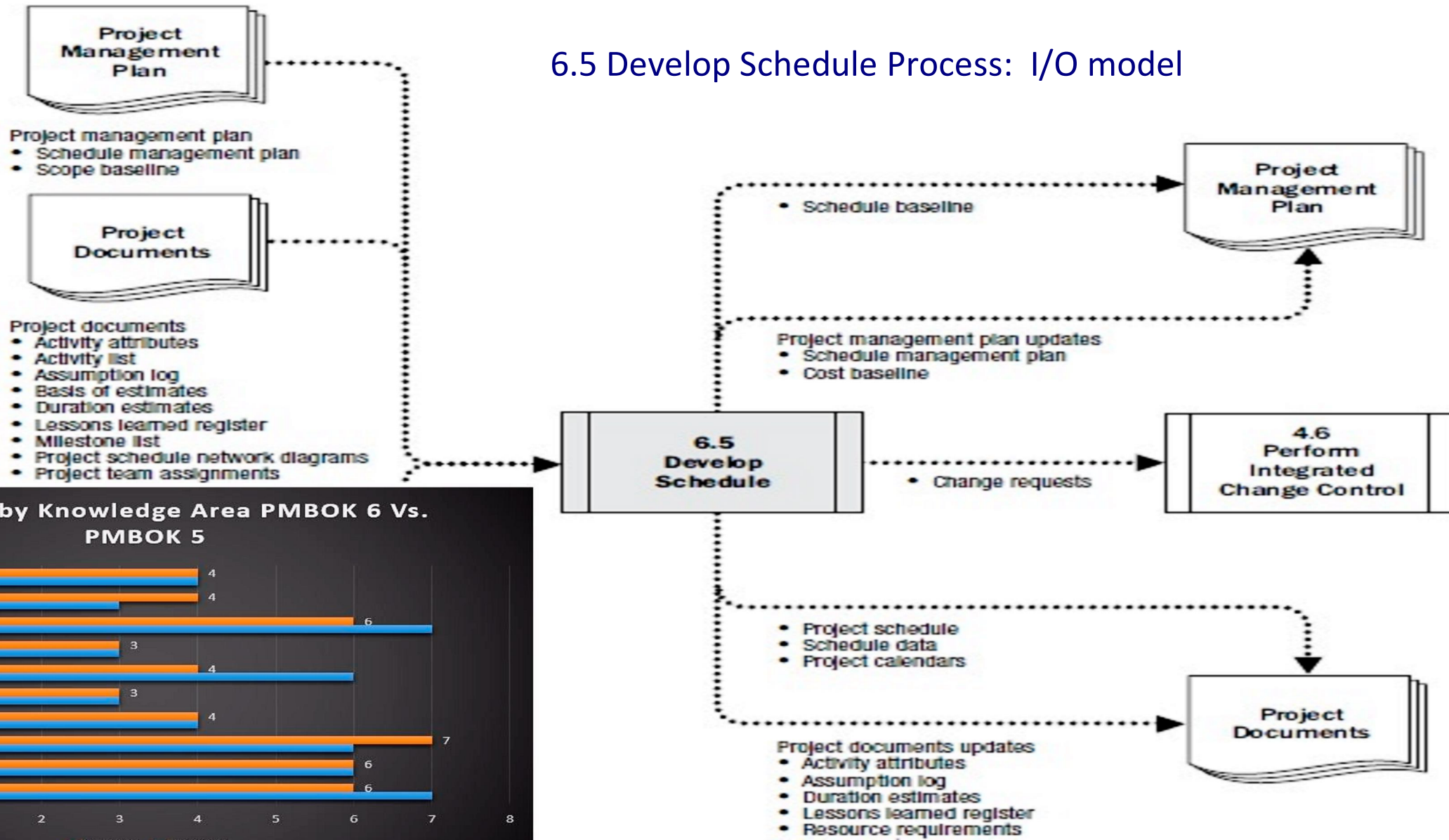
Closing Processes

## 10 Knowledge Areas



Általánosabb fogalomhasználat nyitott felsorolással  
(including, but not limited to...)

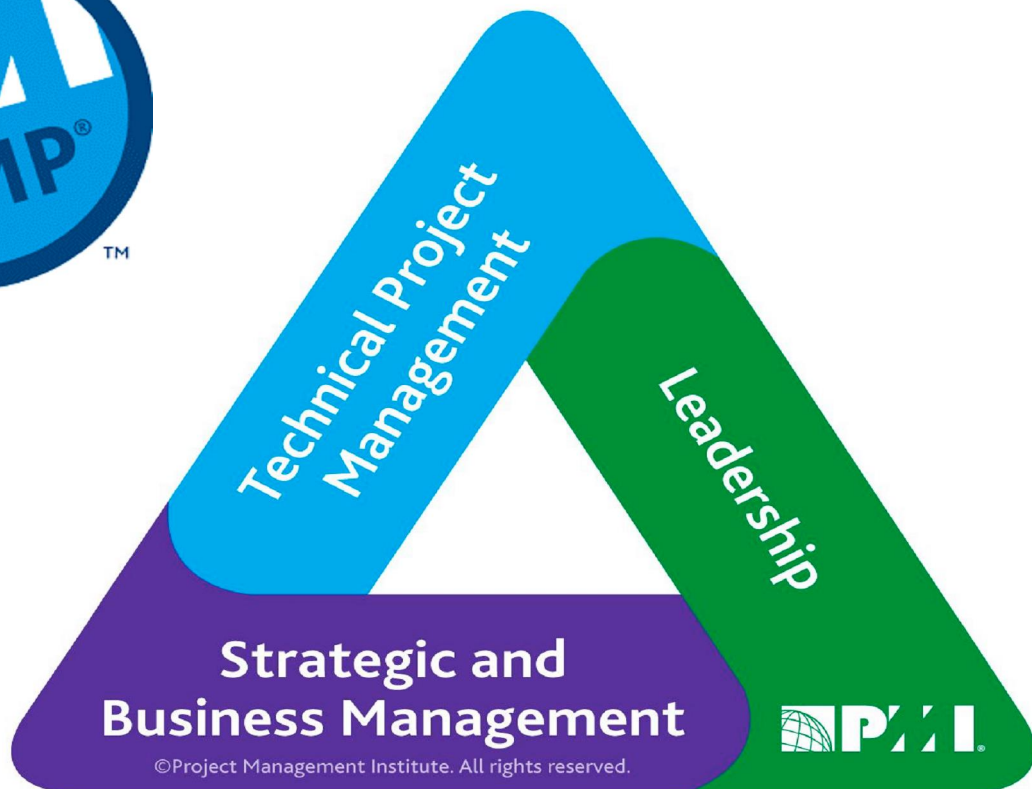
## 6.5 Develop Schedule Process: I/O model



Processes by Knowledge Area PMBOK 6 Vs. PMBOK 5



Project Management Plan	Project Documents	
1. Scope management plan	1. Activity attributes	19. Quality control measurements
2. Requirements management plan	2. Activity list	20. Quality metrics
3. Schedule management plan	3. Assumption log	21. Quality report
4. Cost management plan	4. Basis of estimates	22. Requirements documentation
5. Quality management plan	5. Change log	23. Requirements traceability matrix
6. Resource management plan	6. Cost estimates	24. Resource breakdown structure
7. Communications management plan	7. Cost forecasts	25. Resource calendars
8. Risk management plan	8. Duration estimates	26. Resource requirements
9. Procurement management plan	9. Issue log	27. Risk register
10. Stakeholder engagement plan	10. Lessons learned register	28. Risk report
11. Change management plan	11. Milestone list	29. Schedule data
12. Configuration management plan	12. Physical resource assignments	30. Schedule forecasts
13. Scope baseline	13. Project calendars	31. Stakeholder register
14. Schedule baseline	14. Project communications	32. Team charter
15. Cost baseline	15. Project schedule	33. Test and evaluation documents
16. Performance measurement baseline	16. Project schedule network diagram	<i>Business documents (e.g. business case) not included!</i>
17. Project life cycle description	17. Project scope statement	
18. Development approach	18. Project team assignments	



### 3. The Role of the Project Manager

#### PMI Talent Triangle®

PMP® megújítás

PDU követelmények

- 1) Education:** min. 35 PDUs
  - Technical: min. 8 PDUs
  - Leadership: min. 8 PDUs
  - Strategic: min. 8 PDUs

- 2) Giving back:** max 25 PDUs

## STRATEGIC & BUSINESS MANAGEMENT

*Business oriented skills; applies to all certifications*

- ▶ Benefits management and realization
- ▶ Business acumen ▶ Business models and structures ▶ Competitive analysis
  - ▶ Customer relationship and satisfaction ▶ Industry knowledge and standards ▶ Legal and regulatory compliance
- ▶ Market awareness and conditions ▶ Operational functions (e.g. finance, marketing)
  - ▶ Strategic planning, analysis, alignment

## LEADERSHIP

*Competency in guiding and motivating; applies to all certifications*

- ▶ Brainstorming ▶ Coaching and mentoring ▶ Conflict management
- ▶ Emotional intelligence
  - ▶ Influencing
- ▶ Interpersonal skills
  - ▶ Listening
  - ▶ Negotiation
- ▶ Problem Solving
- ▶ Team building

- ▶ Agile practices
- ▶ Data gathering and modeling ▶ Earned value management ▶ Governance (project, program, portfolio)
  - ▶ Lifecycle management (project, program, portfolio, product)
- ▶ Performance management (project, program, portfolio) ▶ Requirements management and traceability ▶ Risk management ▶ Schedule management
- ▶ Scope management (project, program, portfolio, product) ▶ Time, budget, and cost estimation

## TECHNICAL

*Domain expertise, certification-specific*

## ***Leader: qualities & skills***

- Being a visionary
- Being optimistic & positive
- Being collaborative
- Managing relationships by
  - building trust,
  - balancing competing goals,
  - negotiation, conflict resolution,
  - political acumen, ...
- Communicating by
  - managing expectations,
  - giving & accepting feedback,
  - asking & listening, ...
- Focusing on the important things
- *(continued)*

## ***Personality***

- Authentic
- Courteous (appr.behavior)
- Creative
- Cultural (sensitivity)
- Emotional
- Intellectual
- Managerial
- Political
- Service-oriented
- Social
- Systematic

**Prioritások?  
Specifikus?**

## *Leadership styles*

- Factors:
  - ....characteristics of
    - the leader
    - the team
    - the organization
    - the environment
- Examples: laissez-faire, transactional, servant leader, transformational, charismatic, interactional.
- Performing **integration**:  
at process, cognitive and context level

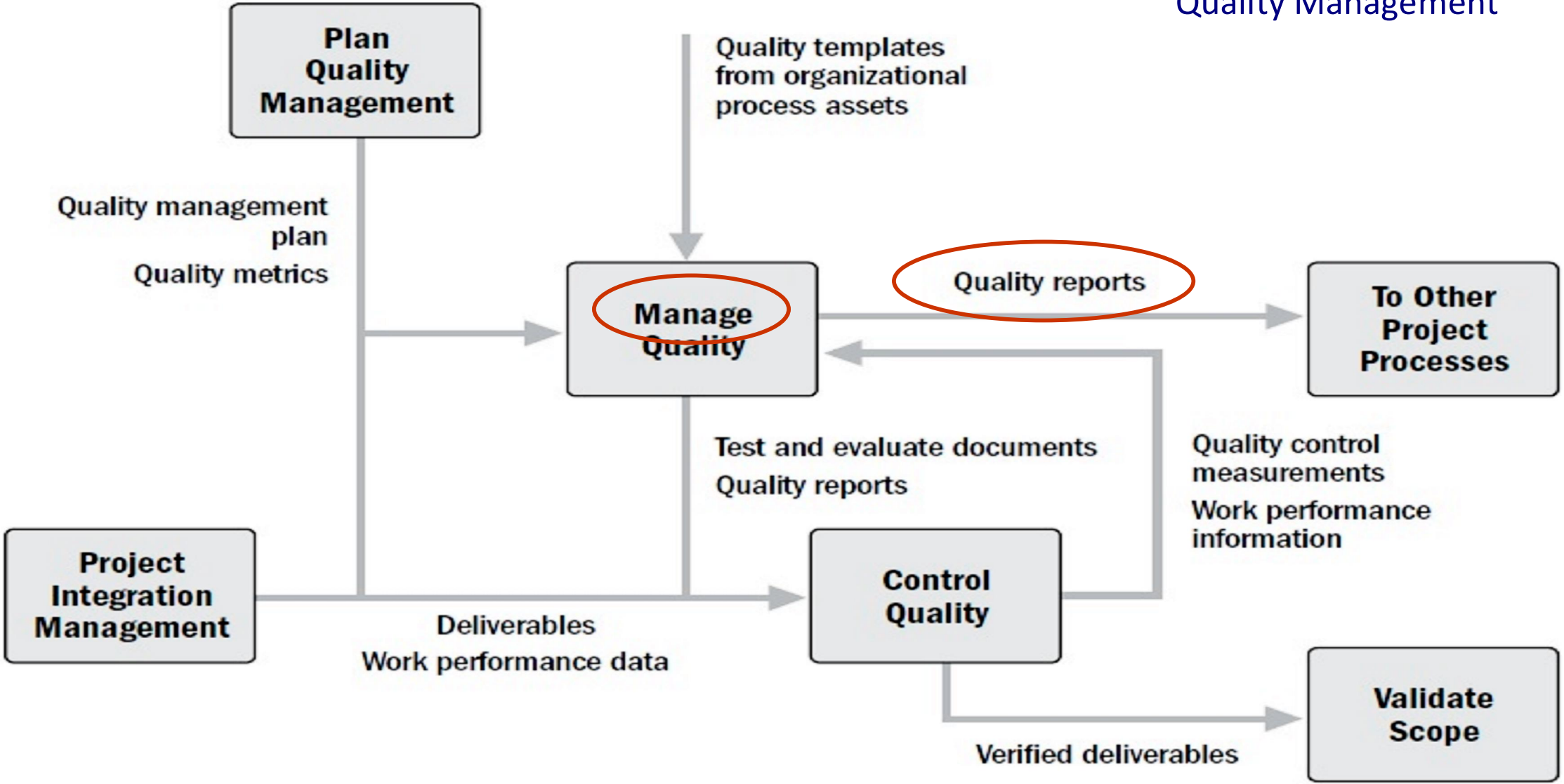
## *Source of power*

- Positional
- Informational
- Referent
- Situational
- Personal or charismatic
- Relational (connections)
- Expert (skill, experience)
- Reward-oriented
- Punitive or coercive
- Ingratiating
- Pressure-based
- Guilt-based (sense of duty)
- Persuasive
- Avoiding

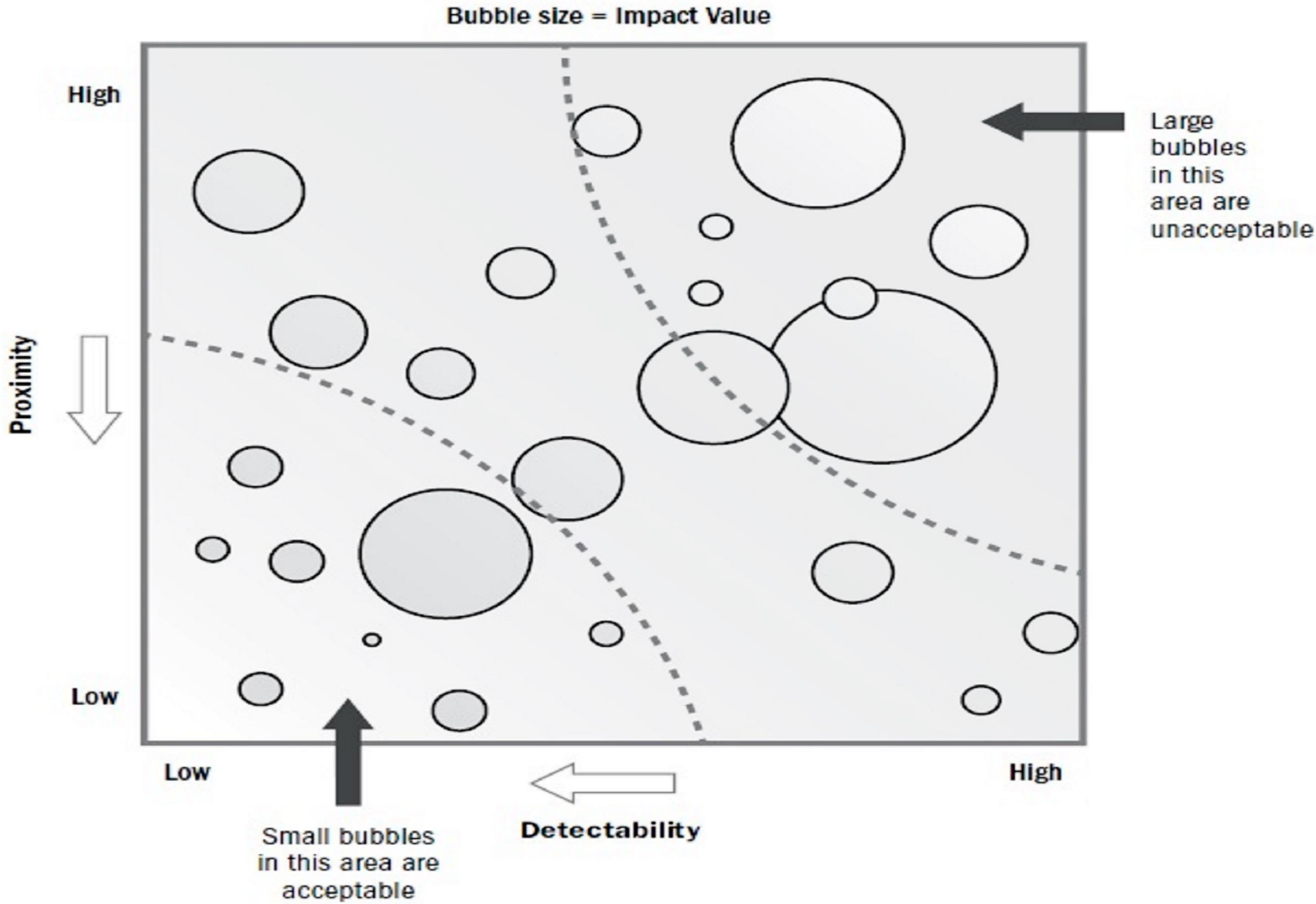
**PM = expert?**



# Quality Management



# Risk Management

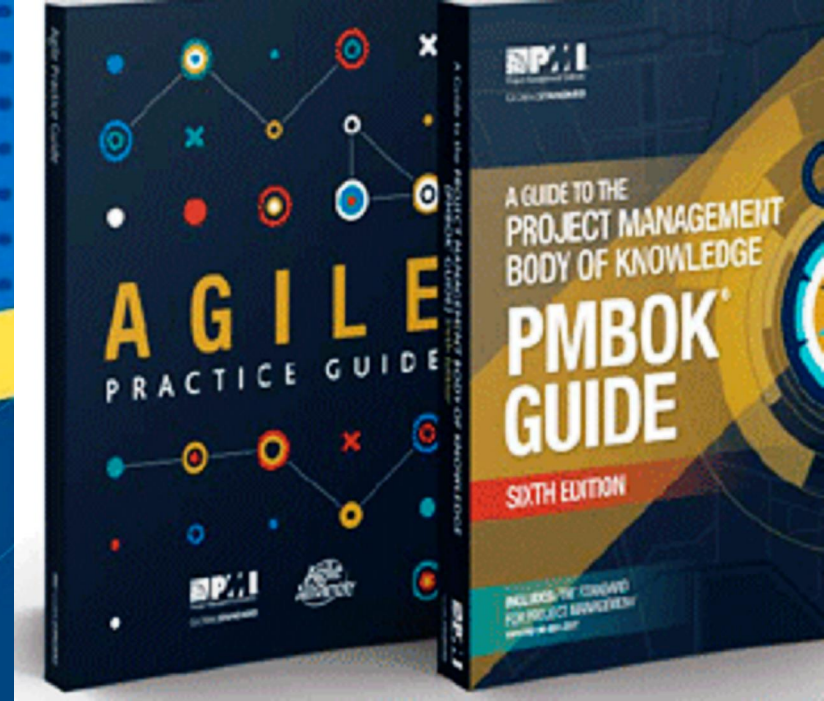


<b>Tool and Technique</b>	<b>Integration</b>	<b>Scope</b>	<b>Schedule</b>	<b>Cost</b>	<b>Quality</b>	<b>Resources</b>	<b>Communication</b>	<b>Risk</b>	<b>Procurement</b>	<b>Stakeholder</b>
<b>Data Analysis Tools and Techniques (cont.)</b>										
Regression analysis		<b>4.7</b>								
Reserve analysis			6.4	<b>7.2, 7.3, 7.4</b>				11.6		
Risk data quality assessment								<b>11.3</b>		
Risk probability and impact assessment								<b>11.3</b>		
Root cause analysis	4.5				<b>8.2, 8.3</b>			11.2		13.2, 13.4
Sensitivity analysis								<b>11.4</b>		
Simulation			6.5					<b>11.4</b>		
Stakeholder analysis								11.1		<b>13.1, 13.4</b>
SWOT analysis								<b>11.2</b>		13.2
Technical performance analysis		<b>Appendix: Tools and Techniques</b>						<b>11.7</b>		

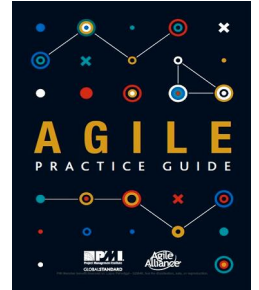
TOGETHER FOR THE FIRST TIME

*PMBOK® Guide – Sixth Edition + Agile Practice Guide*

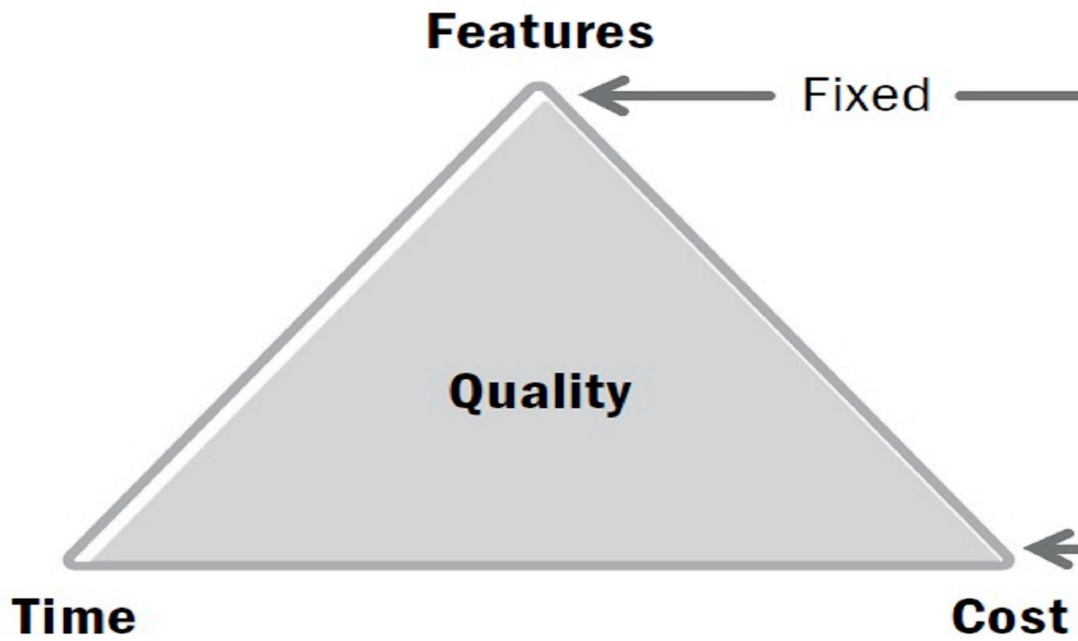
OPEN MINDS.  
MULTIPLE APPROACHES.  
**ONE GOAL.**



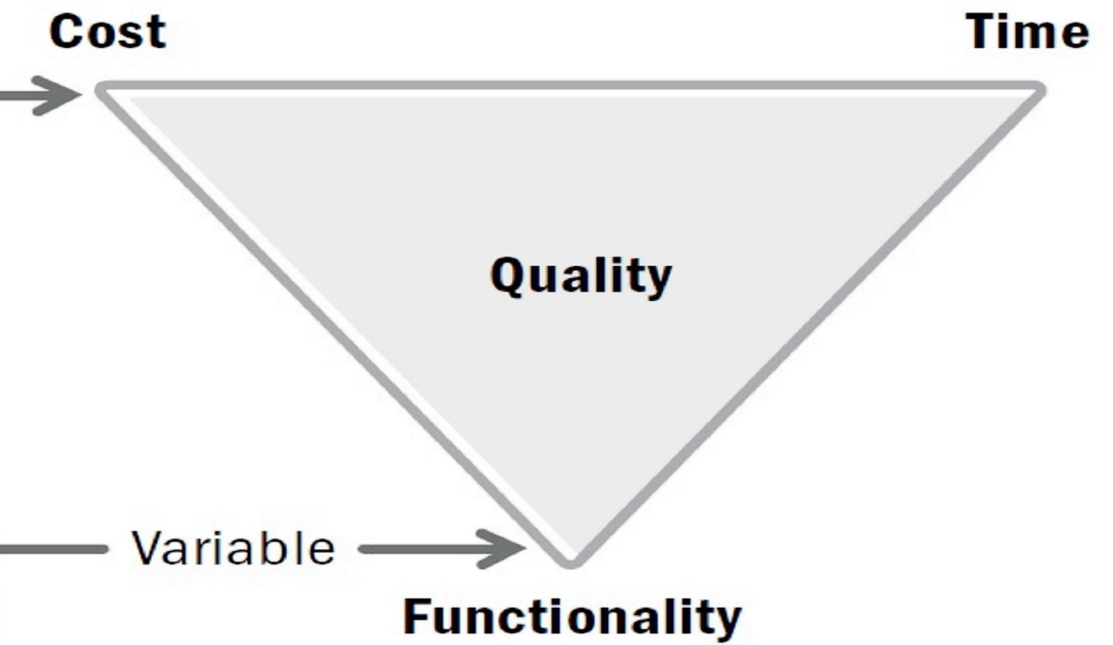
Mi az üzenet?

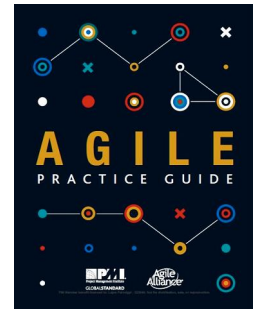
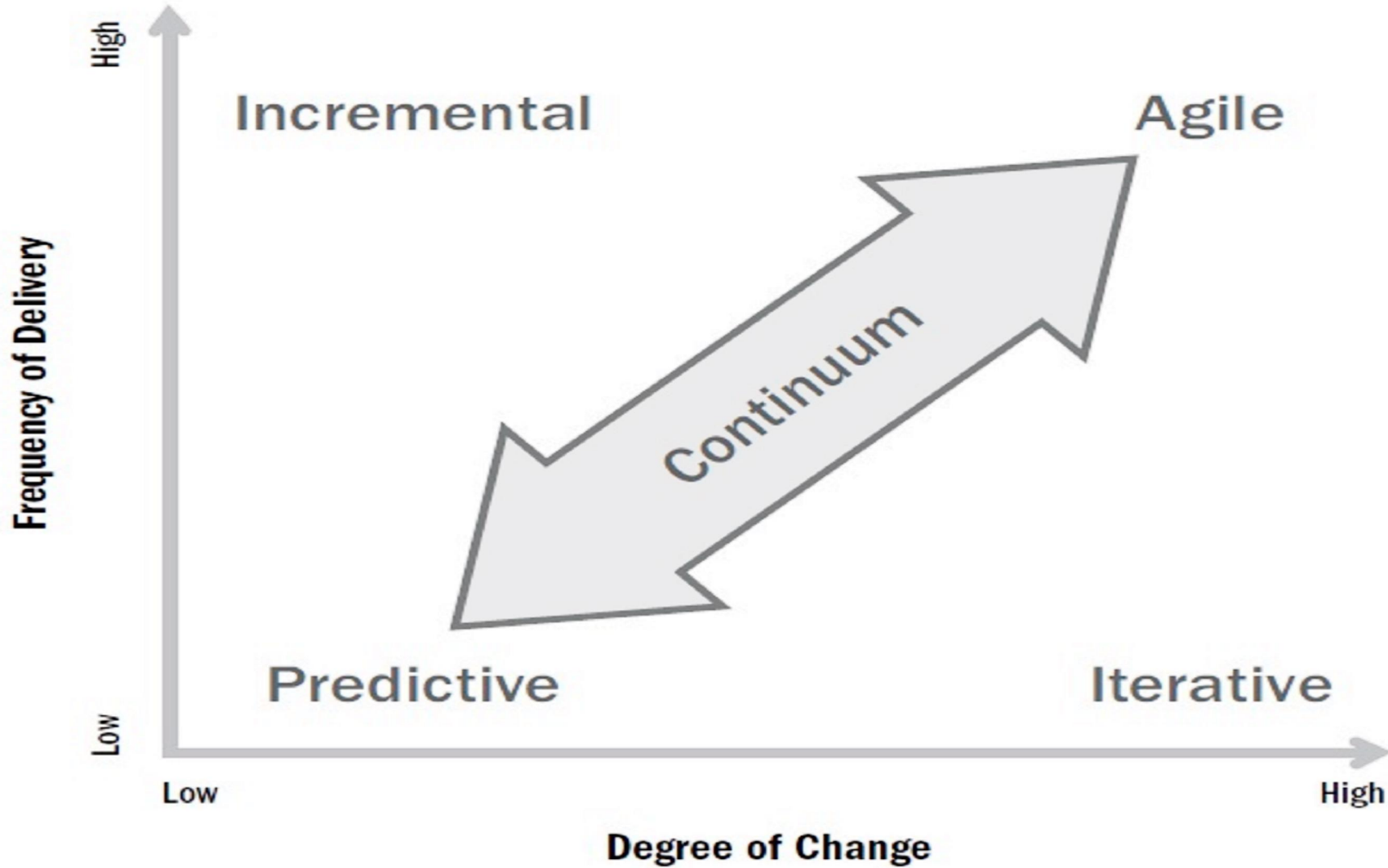


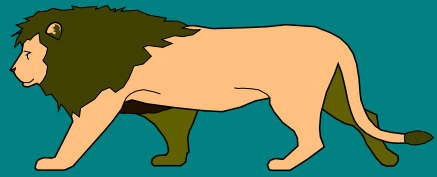
## Traditional Approach



## DSDM Approach







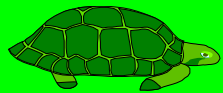
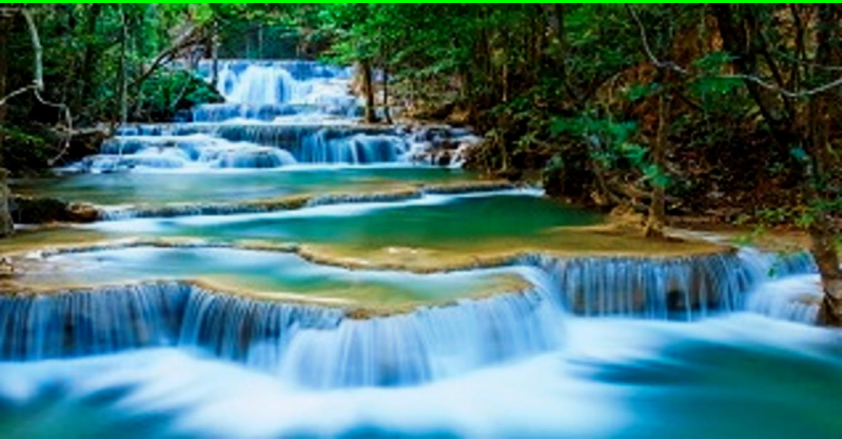
*Hibridovia*



*Predictivia*

*Agiland*

*Sprintcity*



**Product vision** drives product roadmap

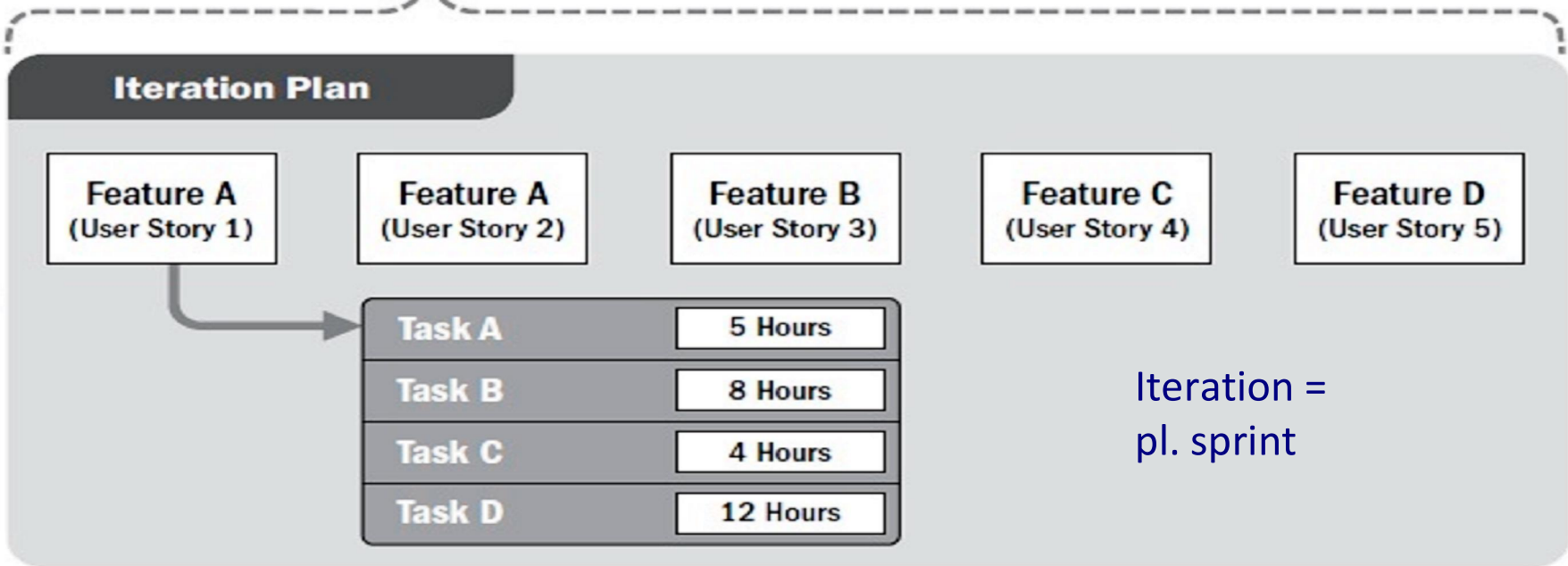
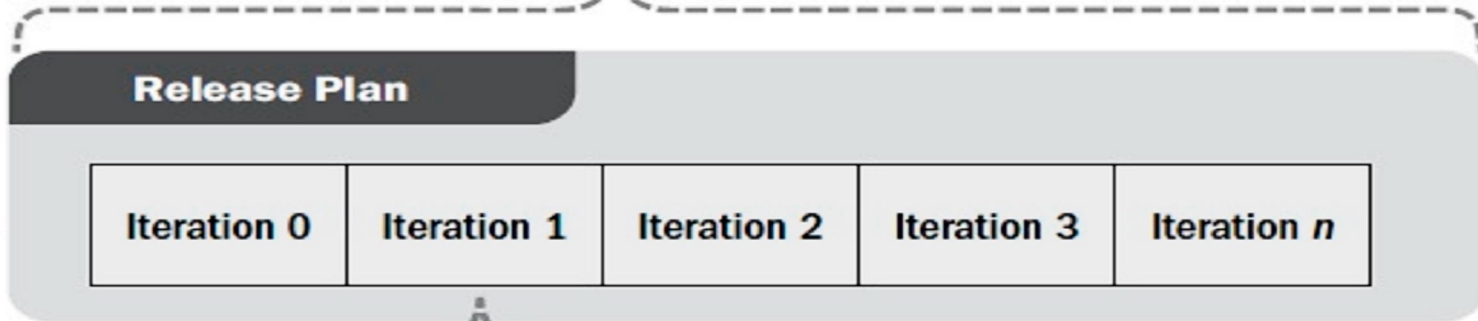
**Product roadmap** drives release plans

**Release plan** establishes the iterations

**Iteration plans** schedules feature development

Prioritized features delivered by **user stories** (estimated in **story points**)

**Tasks** (estimated in hours) created to deliver **user stories**



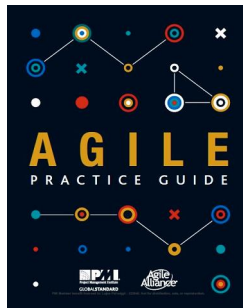
Agile release planing

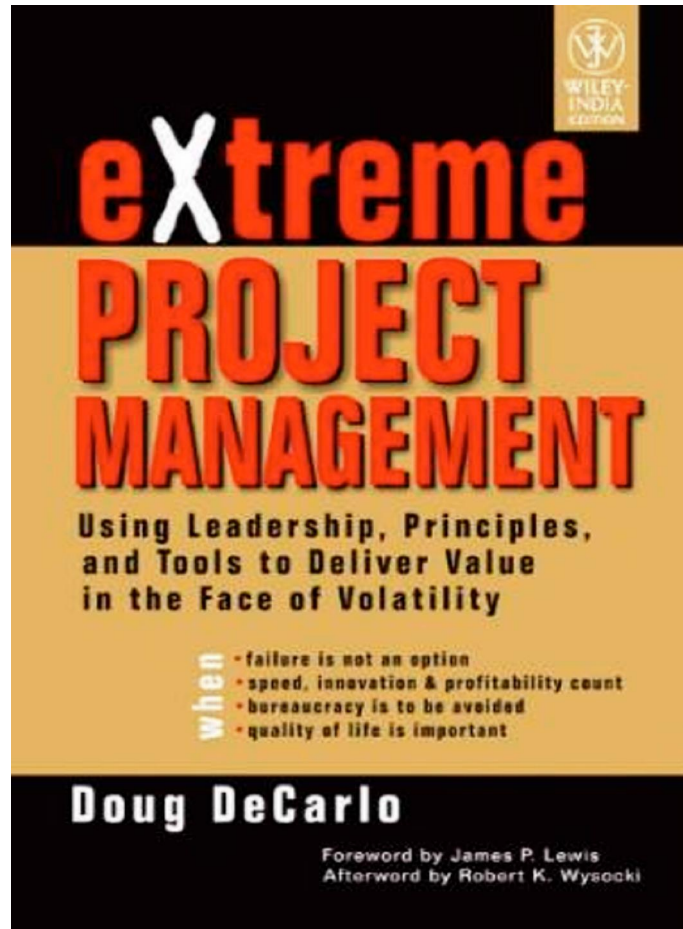
Iteration = pl. sprint



## PMBOK® Guide vs Agile mapping

<b>PMBOK® Guide Knowledge Area</b>	<b>Application in an Agile Work Process</b>
<b>Section 10</b> <b>Project Communications Management</b>	<p>Project environments subject to various elements of ambiguity and change have an inherent need to communicate evolving and emerging details more frequently and quickly. This motivates streamlining team member access to information, frequent team checkpoints, and colocating team members as much as possible.</p> <p>In addition, posting project artifacts in a transparent fashion, and holding regular stakeholder reviews are intended to promote communication with management and stakeholders.</p>
<b>Section 11</b> <b>Project Risk Management</b>	<p>High-variability environments, by definition, incur more uncertainty and risk. To address this, projects managed using adaptive approaches make use of frequent reviews of incremental work products and cross-functional project teams to accelerate knowledge sharing and ensure that risk is understood and managed. Risk is considered when selecting the content of each iteration, and risks will also be identified, analyzed, and managed during each iteration.</p> <p>Additionally, the requirements are kept as a living document that is updated regularly, and work may be reprioritized as the project progresses, based on an improved understanding of current risk exposure.</p>





„... míg a hagyományos szemlélet a tervezett eredmény előállítására törekszik, addig az extrém projektmenedzsment a kívánt eredmény felfedezésére;  
míg az előbbi a tervek alapján éri el az eredményt, addig az utóbbi az elért eredmények alapján tervez;  
míg az előbbi szigorú folyamatokban gondolkodik, az utóbbi irányelvekben és értékekben;  
míg a hagyományos menedzser a feladatot menedzseli, úgy az utóbbi a kapcsolatokat.”  
(2004)



2006  
Virtuális team (~ 40 fő)



PMI Budapest, Hungarian Chapter

## Hungarian PMBOK® Guide Translation Launched

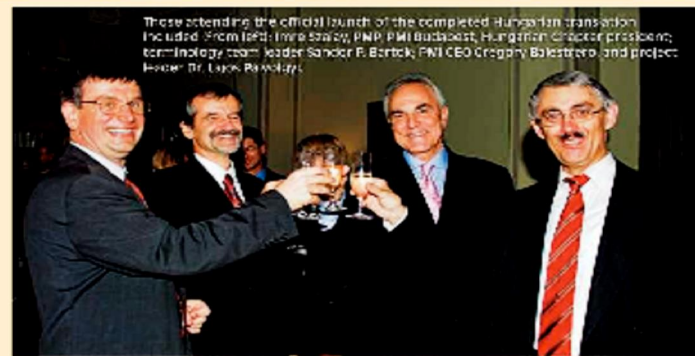
The Hungarian Academy of Sciences' 19th century building in Budapest served as the backdrop for a press conference, which launched the unofficial Hungarian translation of *A Guide to the Project Management Body of Knowledge (PMBOK® Guide - Third Edition)*. Karen Tzou, PMD, a member of the PMI Board of Directors, and PMI CEO Gregory Bolestrero attended.

After a year of hard work, the translation is the largest achievement of the three-year-old PMI Budapest, Hungarian Chapter. The translation has been published in cooperation with the leading Hungarian scientific publishing house of the Hungarian Academy of Sciences, Akadémiai Kiadó, which has been operating since 1828.

The idea of publishing the Hungarian edition of the PMBOK® Guide follows from the mission of the Hungarian Chapter – to be present in the unifying milieu of Hungarian project management, and to promote the professionalization of project management.

The Hungarian Chapter followed in the footsteps of global colleagues who published unofficial Greek, Dutch, Hebrew, Polish, Norwegian and Swedish versions of the PMBOK® Guide based on work of the local project management communities. More than 30 professionals volunteered to contribute to the Hungarian adaptation; their names are listed in the appendix of the book and on the chapter's home page.

The first task of the project was to review and, where necessary, create Hungarian terminology. It was of basic importance because of the lack of accurate and widely accepted Hungarian translations of many of the English terms. The terminology committee, organized by Sándor F. Bortok, reached consensus after many debates. The Hungarian edition aims to promote the use of this nomenclature within the profession.



Those attending the official launch of the completed Hungarian translation included, from left: Imre Szalay, PMP, PMI Budapest, Hungarian Chapter president; terminology team leader Sándor F. Bortok; PMI CEO Gregory Bolestrero; and project leader Dr. Lajos Pálvölgyi.

PHOTO: IMRE SZALAY



New contributors to the Hungarian PMBOK® Guide project included Dr. Lajos Pálvölgyi, PMP®, leader of the translation project, and Sándor F. Bortok, leader of the terminology team.



The only face-to-face meeting of the entire Hungarian PMBOK® Guide volunteers' team, together with PMI volunteer leaders and staff, occurred at the launch of the completed translation.

## További együttműködés az Akadémiai Kiadóval



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Projektmenedzsment útmutató 5. kiadás



Menedzsment tanácsa dási kézikönyv - 2010



# Projektmenedzsment Tudástár

Cikkek + Minősítés + Teszt + Szótár + Lexikon



2014

[www.pmi.hu](http://www.pmi.hu)

Regisztráció nélkül letölthető

> 5200 letöltés

**Kell-e egyáltalán  
fordítás?**

## Fordítás egyértelmősége (EN-HU-EN)

project manager = projektvezető  
vagy projektmenedzser

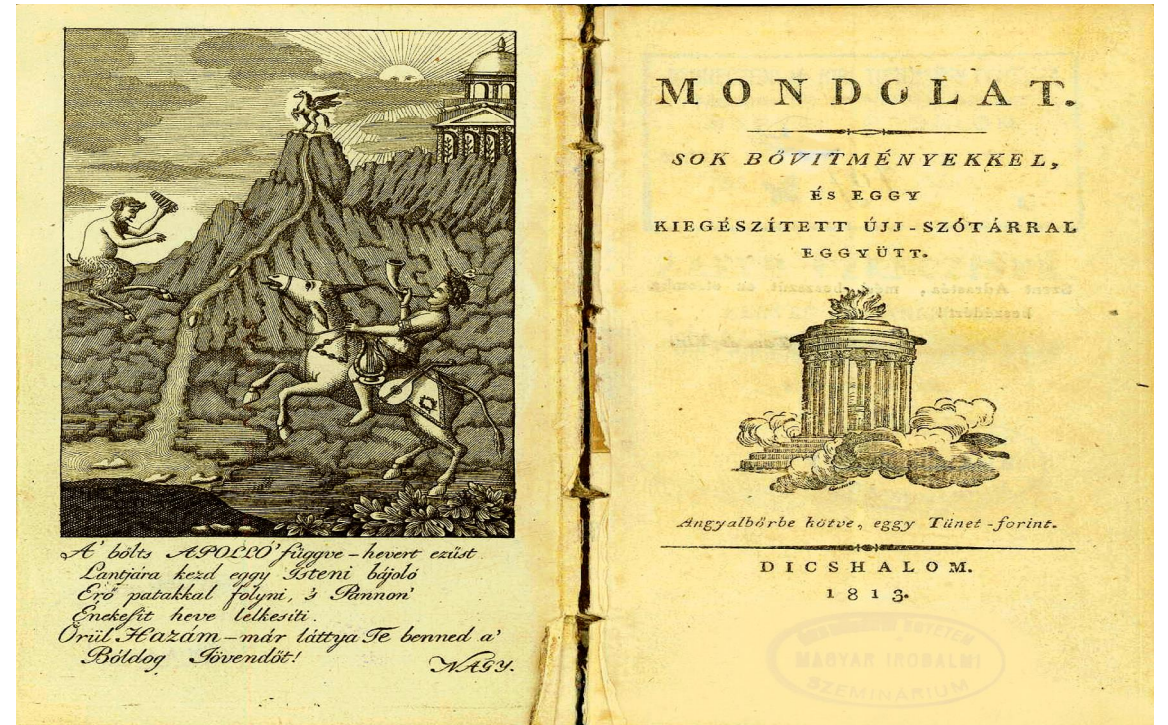
... minden „management” összetételben  
(project management process etc.)

metric = metrika (az angol magyarosítása)

emberierőforrásmenedzsment-terv

scope = terjedelem, tartalom / hatókör (Verzuh),  
Umfang, Inhalt (PMBOK-DE), szkóp (?)

stakeholder = érintett, érdekelt, stakeholder (Verzuh)



## Fordítás egyértelműsége (EN-HU-EN)

proposal, bid, offer, quotation

responsible, accountable

change = változtatás, változás

performance = teljesítés, teljesítmény

baseline = alapterv, bázisterv (építőipar)

control = felügyelet, ellenőrzés, szabályozás, kontrol

audit, inspect, control, oversee, supervise, review, check, verify, validate

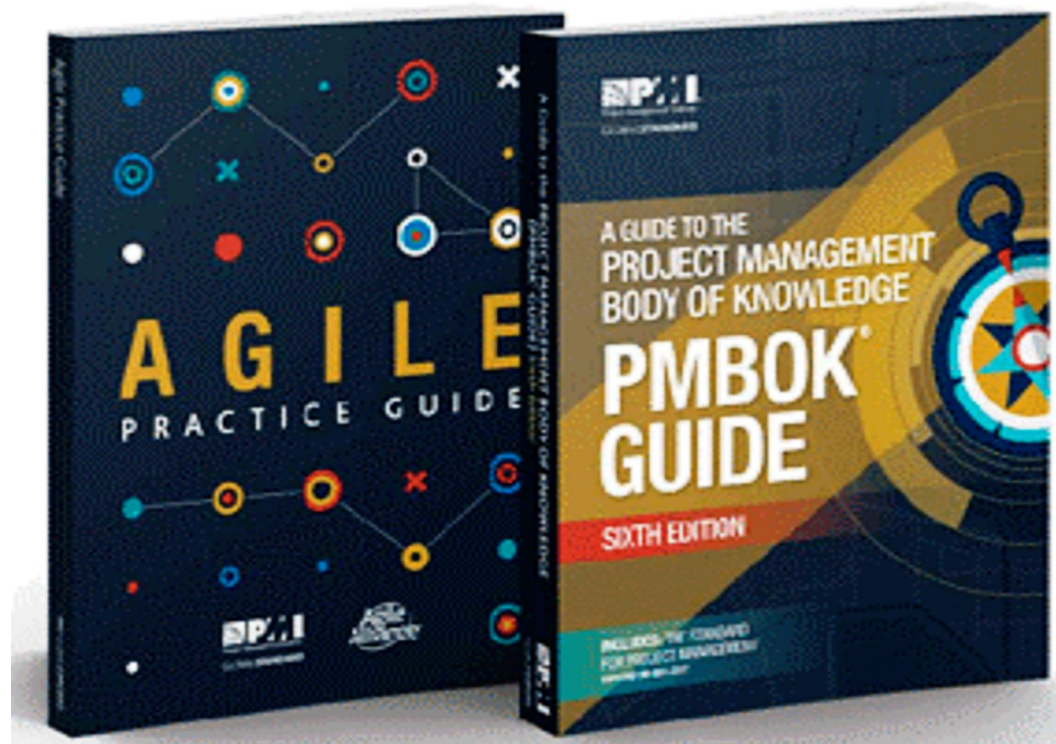


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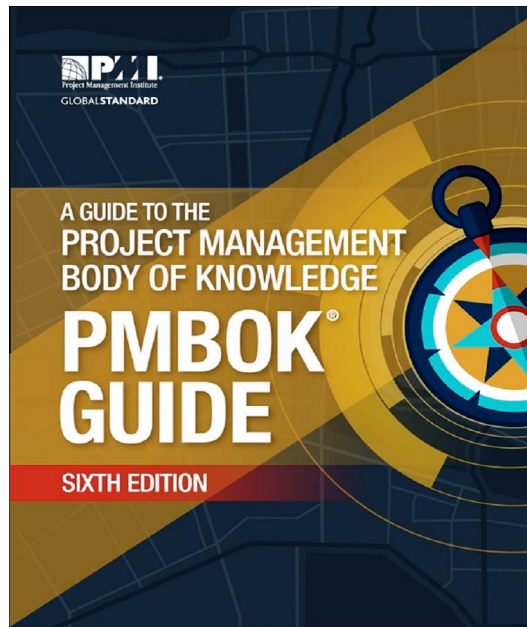


IPMA ICB4





2018 - Fordítás indul a korábbi projektekhez hasonlóan  
A fordítás ellenőrzésére önkéntesek jelentkezését várjuk



***Köszönöm a figyelmet!***

Dr. Pálvölgyi Lajos, PMP

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