

# THE PROJECT MANAGER KEY COMPETENCE



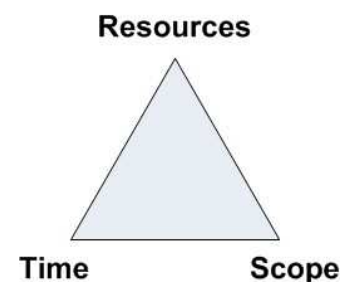
PMBOK evolved from its 3rd Edition to the current 4th, incorporating several changes:

The changes are mainly in the area of readability, linkages to other PMI standards, and clarifying how the project documents work together. The first couple of chapters are now the same as in the Program Management Standard and the Portfolio Management Standard of PMI.

This also helps bring PMI's Organizational Project Management Maturity Model (OPM3®) up to date.

There are also some striking philosophical changes which seem minor at first but are rather interesting to those of us who are 'highly interested in the PM endeavor'.

One of those striking changes was the elimination of any reference at all to "The Triple Constraint", called by some the Iron Triangle. This is the principle that a project has to balance Time, Resources (Cost) and Scope. The triangle was not considering risk and quality and requirements, and where and how those are connecting to the other elements. Instead of re-drawing the triangle, PMI has put in words that simply say that a PM has to balance all of these aspects and no longer even refer to the Triple Constraint.



In terms of readability, all process names are now in verb-noun format. The concept of "project documents" was introduced, to distinguish the large set of documents and artifacts that arise in a project from the Project Management Plan, and to avoid the silly situations of the 3rd Edition.

One great addition to the book is a poster, called "Project Management Process Groups - Interactions and Processes".

PMI exams are now based on the 4th edition of the PMBOK.

Z.P. POLE TELECOM 

 PRIMA FRANCE