

Comparação entre o PMP® Examination Content Outline de 2011 e de 2015

PERFORMANCE DOMAIN I: INITIATING THE PROJECT		
Task	2011	2015
1	Perform project assessment based upon available information and meetings with the sponsor, customer, and other subject matter experts in order to evaluate the feasibility of the new products or services within the given assumptions and/or constraints.	Perform project assessment based upon available information, lessons learned from previous projects, and meetings with relevant stakeholders , in order to support the evaluation of the feasibility of new products or services within the given assumptions and/or constraints.
2	Define the high-level scope of the project based on the business and compliance requirements, in order to meet the customer's project expectations .	Identify key deliverables based on the business requirement, in order to manage customer expectations and direct the achievement of the project goals .
3	Perform key stakeholder analysis using brainstorming, interviewing, and other data-gathering techniques, in order to ensure expectation alignment and gain support for the project.	Perform stakeholder analysis using appropriate tools and techniques, in order to align expectations and gain support for the project.
4	Identify and document high-level risks, assumptions, and constraints based on current environment, historical data, and/or expert judgement, in order to identify project limitations and propose an implementation approach.	Identify high-level risks, assumptions, and constraints based on current environment, organizational factors, historical data, and expert judgement, in order to propose an implementation strategy .
5	Develop the project charter by further gathering and analyzing stakeholder requirements, in order to document project scope, milestones, and deliverables.	Participate in the development of the project charter by compiling and analyzing gathered information, in order to ensure project stakeholders are in agreement on its elements.
6	Obtain approval for the project charter from the sponsor and customer (if required), in order to formalize the authority assigned to the project manager and gain commitment and acceptance for the project.	Obtain project charter approval from the sponsor, in order to formalize the authority assigned to the project manager and gain commitment and acceptance for the project.
7		Conduct <u>benefit analysis with stakeholders</u> (including sponsor, customer, subject matter experts), in order to validate project alignment with organizational strategy and expected <u>business value</u>.
8		Inform stakeholders of the approved project charter, in order to ensure common understanding of the key deliverables, milestones, and their roles and responsibilities.

PERFORMANCE DOMAIN II: PLANNING THE PROJECT		
Task	2011	2015
1	Review detailed project requirements, constraints, and assumptions with stakeholders based on the project charter, lessons learned from previous projects, and the use of requirement-gathering techniques (e.g. planning sessions, brainstorming, focus groups), in order to establish the project deliverables.	Review and assess detailed project requirements, constraints, and assumptions with stakeholders based on the project charter, lessons learned, and by using requirement gathering techniques, in order to establish detailed project deliverables.
2	Create the work breakdown structure with the team by deconstructing the scope, in order to manage the scope of the project.	Develop a scope management plan, based on the approved project scope and using scope management techniques, in order to define, maintain, and manage the scope of the project.
3	Develop a budget plan based on the project scope using estimation techniques, in order to manage project costs.	Develop the cost management plan based on the project scope, schedule, resources, approved project charter and other information, using estimation techniques, in order to manage project costs.
4	Develop a project schedule based on the project timeline, scope, and resources plan, in order to manage timely completion of the project.	Develop the project schedule based on the project deliverables and milestones, scope, schedule, and resources management plans, in order to manage timely completion of the project.
5	Develop a human resource management plan by defining the roles and responsibilities of the project team members in order to create an effective project organization structure and provide guidance regarding how resources will be utilized and managed.	Develop the human resource management plan by defining the roles and responsibilities of the project team members, in order to create a project organizational structure and provide guidance regarding how resources will be assigned and managed.
6	Develop a communications management plan based on the project organizational structure and external stakeholder requirements, in order to manage the flow of project information.	Develop the communications management plan, based on the project organizational structure and stakeholder requirements, in order to define and manage the flow of project information.
7	Develop a procurement management plan based on the project scope and schedule, in order to ensure that the required project resources will be available.	Develop the procurement management plan based on the project scope, budget, and schedule, in order to ensure that the required project resources will be available.
8	Develop a quality management plan based on the project scope and requirements, in order to prevent the occurrence of defects and reduce the cost of quality.	Develop the quality management plan and define the quality standards for the project and its products, based on the project scope, risks, and requirements, in order to prevent the occurrence of defects and control the cost of quality.
9	Develop a change management plan by defining how changes will be handled, in order to track and manage change.	Develop the change management plan by defining how changes will be addressed and controlled, in order to track and manage change.

10	Plan risk management plan by developing a risk management plan, and identifying, analyzing, and prioritizing project risks in the risk register and defining risk response strategies, in order to manage uncertainty throughout the project life cycle.	Develop the risk management plan by identifying, analyzing, and prioritizing project risks, and by defining risk response strategies, in order to manage uncertainty and opportunity throughout the project life cycle.
11	Present the project plan to the key stakeholders (if required) in order to obtain approval to execute the project.	Present the project management plan to the relevant stakeholders according to applicable policies and procedures, in order to obtain approval to proceed with project execution.
12	Conduct kick-off meeting with all key stakeholders, in order to announce the start of the project, communicate the project milestones, and share other relevant information.	Conduct kick-off meeting, communicating the start of the project, key milestones, and other relevant information, in order to inform and engage stakeholders and gain commitment.
13		Develop the stakeholder management plan, by analyzing needs, interests and potential impact, in order to effectively manage stakeholders' expectations and engage them in project decisions.

PERFORMANCE DOMAIN III: EXECUTING THE PROJECT

Task	2011	2015
1	Obtain and manage project resources including outsources deliverables by following the procurement plan, in order to ensure successful project execution.	Acquire and manage project resources by following the human resource and procurement management plans, in order to meet project requirements.
2	Execute the tasks as defined in the project plan, in order to achieve the project deliverables within budget and schedule.	Manage task execution based on the project management plan by leading and developing the project team , in order to achieve project deliverables.
6*	Maximize team performance through leading, mentoring, training, and motivating team members.	Manage the flow of information by following the communication plan, in order to keep stakeholders engaged and informed.
3	Implement the quality management plan using the appropriate tools and techniques, in order to ensure that work is being performed according to required quality standards.	Implement the quality management plan using the appropriate tools and techniques, in order to ensure that work is performed in accordance with required quality standards.
4	Implement approved changes according to the change management plan, in order to meet project requirements.	Implement approved changes and corrective actions by following the change management plan, in order to meet project requirements.
5	Implement approved actions and follow the risk management plan and risk register, in order to minimize the impact of negative risk events on the project.	Implement approved actions by following the risk management plan, in order to minimize the impact of the risk and take advantage of opportunities on the project.
7		Maintain stakeholder relationships by following the stakeholder management plan, in order to receive continued support and manage expectations.

**PERFORMANCE DOMAIN IV:
MONITORING AND CONTROLLING THE PROJECT**

Task	2011	2015
1	Measure project performance using appropriate tools and techniques, in order to identify and quantify any variances, perform approved corrective actions, and communicate with relevant stakeholders.	Measure project performance using appropriate tools and techniques, in order to identify and quantify any variances and corrective actions.
2	Manage changes to the project scope, schedule, and costs by updating the project plan and communicating approved changes to the team, in order to ensure that revised project goals are met.	Manage changes to the project by following the change management plan, in order to ensure that revised project goals remain aligned with business needs.
3	Ensure that project deliverables conform to the quality standards established in the quality management plan by using appropriate tools and techniques (e.g. testing, inspection, control charts), in order to satisfy customer requirements.	Verify that project deliverables conform to the quality standards established in the quality management plan by using appropriate tools and techniques, in order to meet project requirements and business needs.
4	Update the risk register and risk response plan by identifying new risks, assessing old risks, and determining and implementing appropriate response strategies, in order to manage the impact of risks on the project.	Monitor and assess risk by determining whether exposure has changed and evaluating the effectiveness of response strategies, in order to manage the impact of risks and opportunities on the project.
5	Assess corrective actions on the issue register and determine next steps for unresolved issues by using appropriate tools and techniques in order to minimize the impact on the project schedule, cost and resources.	Review the issue log, and update if necessary, and determine corrective actions by using appropriate tools and techniques, in order to minimize the impact on the project.
6	Communicate project status to stakeholders for their feedback, in order to ensure the project aligns with business needs.	Capture, analyze, and manage lessons learned using lessons learned management techniques, in order to enable continuous improvement.
7		Monitor procurement activities according to the procurement plan, in order to verify compliance with project objectives.

PERFORMANCE DOMAIN V: CLOSING THE PROJECT

Task	2011	2015
1	Obtain final acceptance of the project deliverables by working with the sponsor and/or customer, in order to confirm that project scope and deliverables were met.	Obtain final acceptance of the project deliverables from relevant stakeholders, in order to confirm that project scope and deliverables were achieved.
2	Transfer the ownership of deliverables to the assigned stakeholders in accordance with the project plan, in order to facilitate project closure.	Transfer the ownership of deliverables to the assigned stakeholders in accordance with the project plan, in order to facilitate project closure.

3	Obtain financial, legal, and administrative closure using generally accepted practices, in order to communicate formal project closure and ensure no further liability .	Obtain financial, legal, and administrative closure using generally accepted practices and policies, in order to communicate formal project closure and ensure transfer of liability .
4	Distribute the final project report including all project closure-related information, project variances, and an issues, in order to provide the final project status to all stakeholders .	Prepare and share the final project report according to the communications management plan , in order to document and convey project performance and assist in project evaluation.
5	Collate lessons learned through comprehensive project review, in order to create and/or update the organization's knowledge base.	Collate lessons learned that were documented throughout the project and conduct a comprehensive project review, in order to update the organization's knowledge base.
6	Archive project documents and material in order to retain organizational knowledge, comply with statutory requirements, and ensure availability of data for potential use in future projects and internal/external audits.	Archive project documents and materials using generally accepted practices, in order to comply with statutory requirements and for potential use in future projects and audits.
7	Measure customer satisfaction at the end of the project by capturing customer feedback, in order to assist in project evaluation and enhance customer relationships.	Obtain feedback from relevant stakeholders, using appropriate tools and techniques and based on the stakeholder management plan , in order to evaluate their satisfaction .