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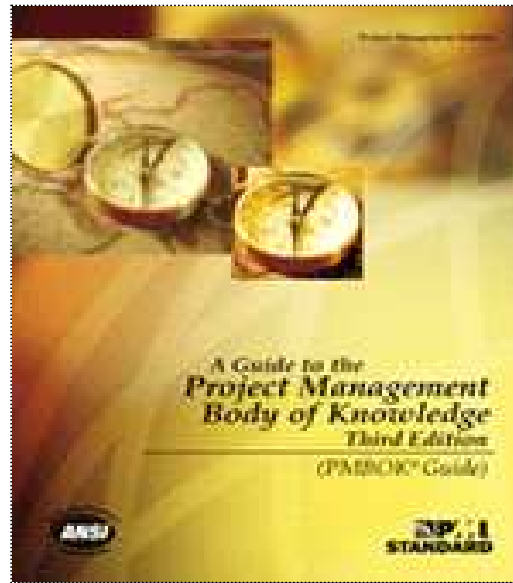
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# Change Management

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## PMBOK<sup>®</sup> says.....

Herbert Gonder, PMP





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## **Herbert Gonder**

- 1976 Diplom-Informatiker
- 1984 Selbständig
- 2004 PMP®
- 2004 VP Programs, PMI Munich Chapter e.V.
- 2004 2. Dan Black Belt in Taekwon-Do
- 2005 Gründung Gonder Consulting GmbH, Ottobrunn
- 2007 President, PMI Munich Chapter e.V.
- 2007 Gründung Gonder Consulting (Schweiz) GmbH, Cham



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A large yellow rectangular box with a 3D effect and a drop shadow. Inside the box, the text is centered. At the top, it asks 'Is there a Knowledge Area' in black. A large, semi-transparent question mark is positioned behind the text. Below the question mark, the words 'Change Management' are written in a red, italicized serif font. At the bottom, it says 'in the PMBOK Guide' in black.

**Is there a  
Knowledge Area**

*Change Management*

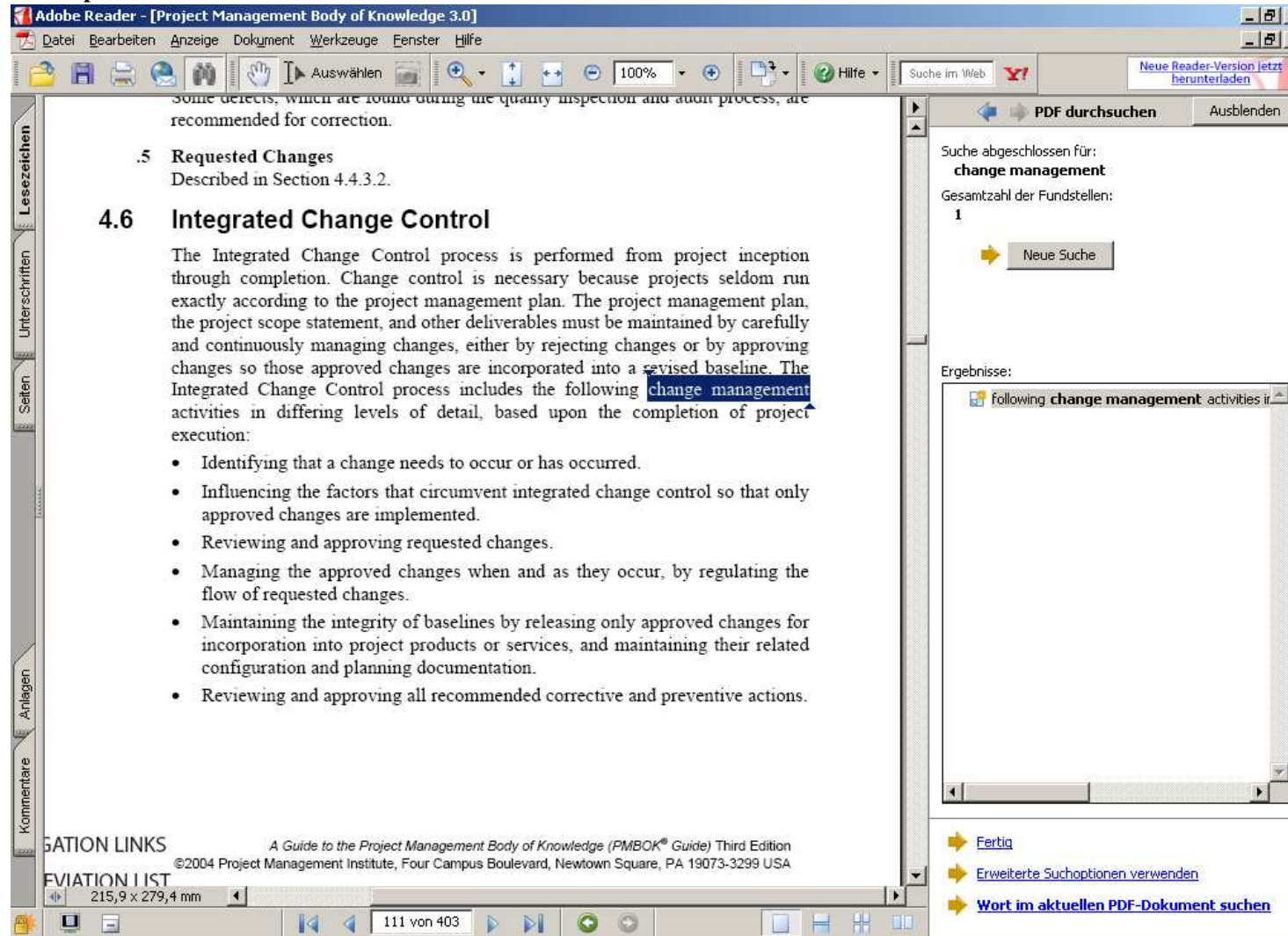
**in the PMBOK Guide**

## **PMBOK Guide – The Structure**

### Section 3: The Project Management Knowledge Areas

- Chapter 4 - Project Integration Management
- Chapter 5 - Project Scope Management
- Chapter 6 - Project Time Management
- Chapter 7 - Project Cost Management
- Chapter 8 - Project Quality Management
- Chapter 9 - Project Human Resources Management
- Chapter 10 - Project Communications Management
- Chapter 11 - Project Risk Management
- Chapter 12 - Project Procurement Management





The screenshot shows the Adobe Reader interface with a PDF document open. The document content includes:

Some defects, which are found during the quality inspection and audit process, are recommended for correction.

.5 Requested Changes  
Described in Section 4.4.3.2.

**4.6 Integrated Change Control**

The Integrated Change Control process is performed from project inception through completion. Change control is necessary because projects seldom run exactly according to the project management plan. The project management plan, the project scope statement, and other deliverables must be maintained by carefully and continuously managing changes, either by rejecting changes or by approving changes so those approved changes are incorporated into a revised baseline. The Integrated Change Control process includes the following **change management** activities in differing levels of detail, based upon the completion of project execution:

- Identifying that a change needs to occur or has occurred.
- Influencing the factors that circumvent integrated change control so that only approved changes are implemented.
- Reviewing and approving requested changes.
- Managing the approved changes when and as they occur, by regulating the flow of requested changes.
- Maintaining the integrity of baselines by releasing only approved changes for incorporation into project products or services, and maintaining their related configuration and planning documentation.
- Reviewing and approving all recommended corrective and preventive actions.

At the bottom of the page, there are sections for "GATION LINKS" and "VIATION LIST".

The search results panel on the right shows:

PDF durchsuchen  
Suche abgeschlossen für: **change management**  
Gesamtzahl der Fundstellen: 1  
Neue Suche

Ergebnisse:  
following **change management** activities in

Navigation links at the bottom of the search panel:  
[Fertig](#)  
[Erweiterte Suchoptionen verwenden](#)  
[Wort im aktuellen PDF-Dokument suchen](#)



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# PMP Examination Specification

The screenshot shows the PMI Bookstore website interface. At the top, there is a navigation bar with links for HOME, PMI BOOKS, NEW BOOKS, BEST SELLERS, SPECIALS, ABOUT PMI BOOKSTORE, COMING SOON, and PMI.ORG. To the right of the navigation bar are links for VIEW CART, MY ACCOUNT, HELP, and SHIPPING. Below the navigation bar is a search box with a 'GO' button and a 'BROWSE' section with a list of categories. The main content area features the product title 'Project Management Professional (PMP®) Examination Specification' with a price of \$39.95 and a PMI Member Price of \$31.95. The product description states that in 2004, the Project Management Institute (PMI®) conducted a new global role delineation study to update the PMP® credentialing examination. The study results are used to establish the PMP Examination Specification for the examination, describing the tasks (competencies) that PMPs perform and the project management knowledge and skill PMPs use to complete each task. The page also includes a 'Recommend to a Friend' button, a 'Write a Review' button, and a 'Description' section.

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Planning the Project	<b>Task 1:</b>	<b>Define and Record Requirements, Constraints and Assumptions</b>
	<b>Task 2:</b>	<b>Identify Project Team and Define Roles and Responsibilities</b>
<b>Task 4: Develop Change Management Plan</b>		
	<b>Task 5:</b>	<b>Identify Risks and Define Risk Strategies</b>
	<b>Task 6:</b>	<b>Obtain Plan Approval</b>
	<b>Task 7:</b>	<b>Conduct Kick-off Meeting</b>



## **Successful Project Management Processes Require**

- **Clearly defined and agreed requirements**
  - Individual and organizational requirements
  - Technical requirements
  - Project constraints
  - Project objectives
  - Room for changes and refinements.



## Initiating Process Group

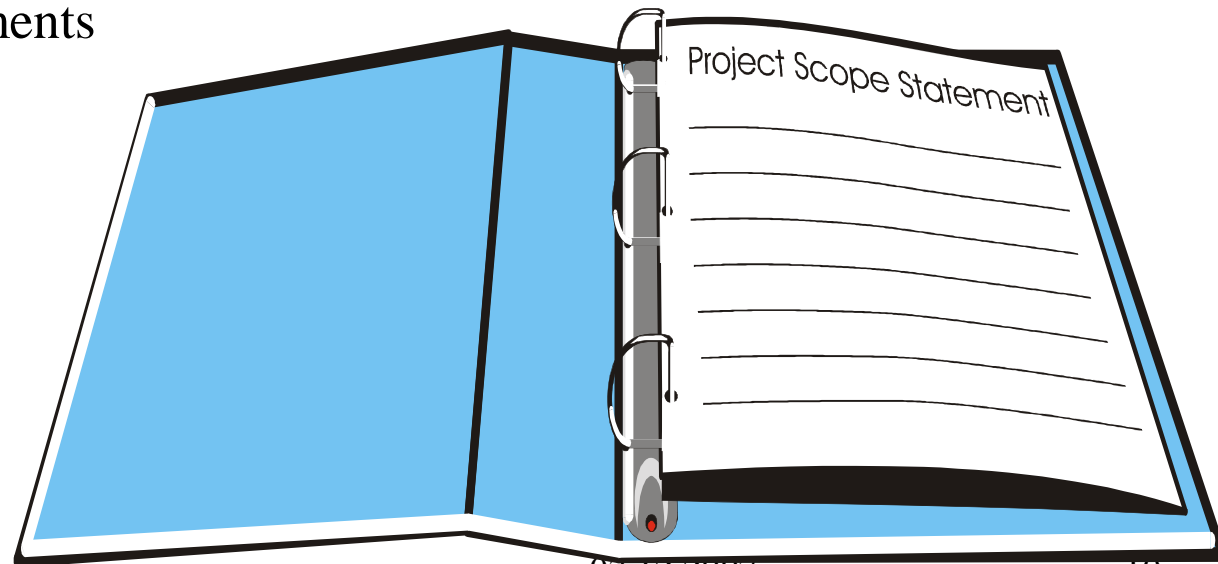
- Project Charter
  - Documents business needs
  - Formally authorizes the project
- Preliminary Scope Statement / Project Scope Statement
  - Documents the project and deliverable requirements
  - States what work is to be accomplished

## Planning Process Group

- Project Management Plan
  - States how the work will be performed

## Scope Statement

- Documents all requirements agreed upon as valid for the project.
- Documented basis for
  - making future project decisions
  - confirming or developing common understanding of project scope among the stakeholders
- May need to be revised or refined as the project progresses to reflect refinements and changes to the scope of the project



## Management Plans

- Scope Management Plan
- Schedule Management Plan
- Cost Management Plan
- Quality Management Plan
- Staffing Management Plan
- Communications Management Plan
- Risk Management Plan
- Procurement Management Plan





## Definitions

“Baseline:

The approved time phased plan ... plus or minus approved ... changes.”

“Performance Measurement Baseline:

An approved plan for the project work against which project execution is compared and deviations are measured for management control.”



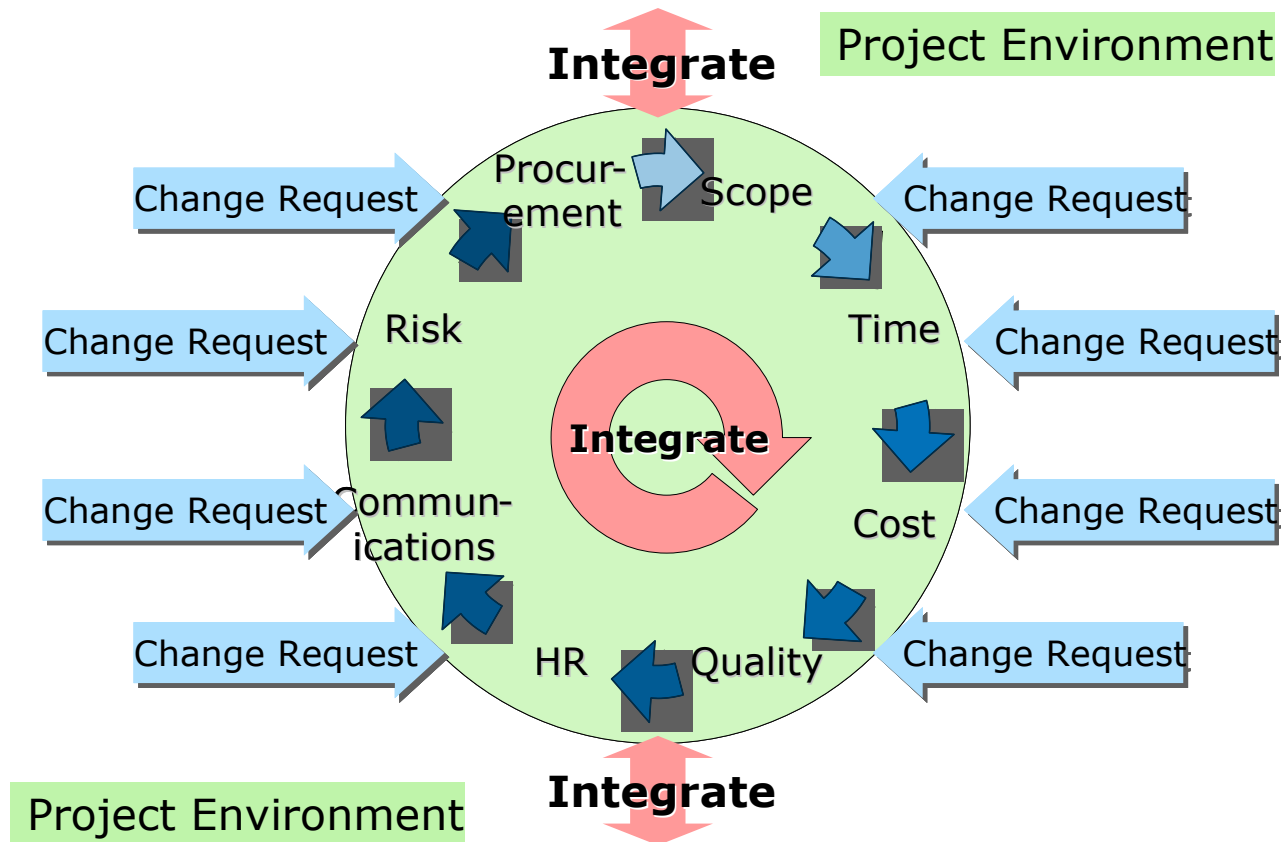
## **PMBOK – 4.6 Integrated Change Control**

**includes the following *change management* activities in differing levels of detail, based upon the completion of project execution:**

- **Identifying that a change needs to occur or has occurred. Reviewing and *approving* requested changes.**
- **Maintaining the integrity of baselines by releasing only *approved* changes for incorporation into project products or services, and maintaining their related configuration and planning documentation.**
- ***Documenting* the complete impacts of requested changes.**

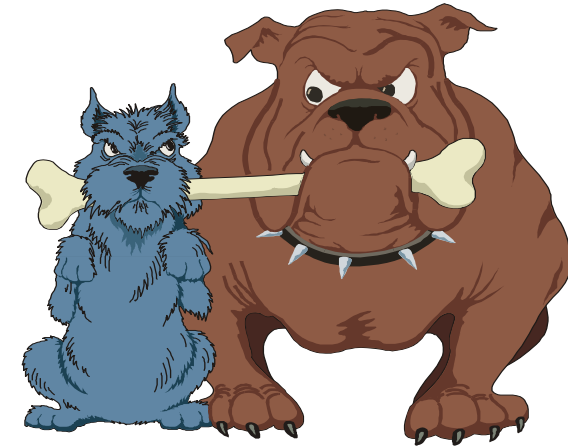
# Integrated Change Control Management

- Change requests can apply to all knowledge areas.
- Change requests must be integrated over all knowledge areas.



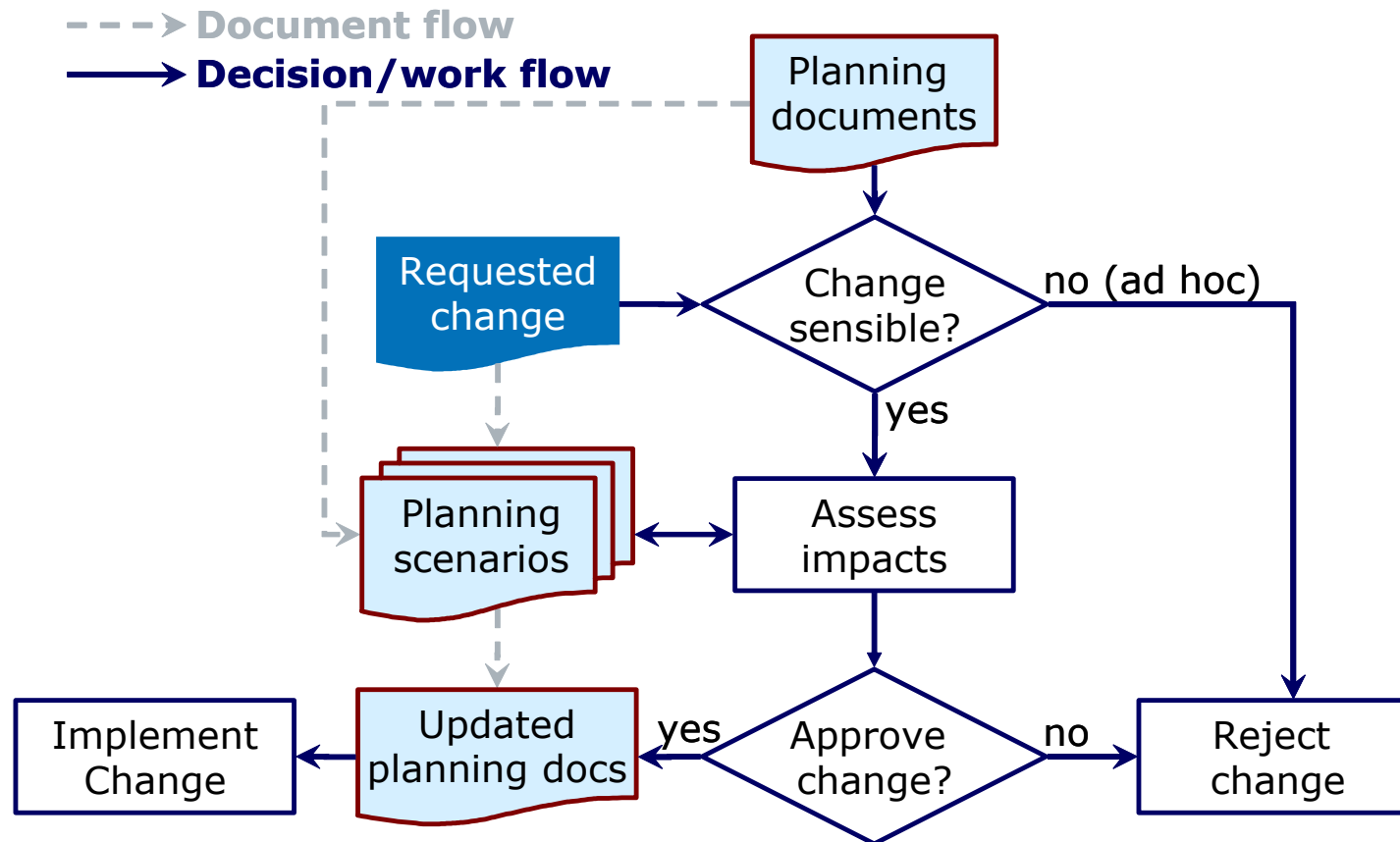
## Beware of the Creeps!

- Scope creep
  - Scope is being altered over time without proper change management applied
- Hope creep
  - Team member being behind schedule but reporting to be on schedule
- Effort creep
  - Team member working but not making progress
- Feature creep
  - Team members arbitrarily adding features and functions, no proper change management applied



# Integrated Change Request Management

- The process and work flow builds on a consistent documentation





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**Now**

**You can go**

**for TOOLS**



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**Thank you for your attention**

**Questions are welcome**