

Errata

NOTE: The following errata only pertain to the **first printings** of the *PMBOK® Guide*—Third Edition. In order to verify the print run of your book (or CD-ROM), refer to the bottom of the copyright page (which precedes the Notice page and Table of Contents). The last numeral in the string beginning "10 9 8" etc. denotes the printing of that particular copy.

<u>Page</u>	<u>Correction</u>
VIII	Bullet points in Preface item 10. (Replace “Activity Resource Estimating (Section 6.3)” with “Manage Stakeholders (Section 10.4).”)
99	Correct grammar in Section 4.6.2.2 to read, “The project management information system, an automated system, is used by the project management team as an aid for implementing an Integrated Change Control process for the project, facilitating feedback for the project and controlling changes across the project.”
114	Figure 5-6. (Correct two work package numbers: 2.2.2.2 should be 2.2.1.2; and 2.2.2.3 should be 2.2.1.3.)
126	Figure 6-2 (Shorten title of box depicting project management processes 11.2–11.5 to “Risk Management,” and remove Chapter 3 reference to project management process 11.1 (i.e., 3.2.2.15).)
175	Second line of text (Change “CPIC” to “CPI”.)
176	Formulas in the first two bullet points (Change “EV” to “EV”.)
256	Figure 11-10 (Numbers should be <i>millions</i> of dollars.)
258	Figure 11-12 (Dollar figures be <i>millions</i> of dollars.)
259	Figure 11-13 (Figures along the “x” axis should be <i>millions</i> of dollars, and figures along the “y” axis should be percentages.) Also, text in the first and second bullet points of Section 11.4.3.1 should refer to <i>millions</i> of dollars.
324	Appendix C (Add “Rodger Oren, MBA, PMP” to Section C.5.)
326	Appendix C (Add “, PMP” after Gurdev Randhawa’s name in Section C.6.)
353	Budget at Completion (BAC) revised definition: Budget at Completion (BAC). The sum of all the <i>budgets</i> established for the <i>work</i> to be performed on a <i>project</i> or a <i>work breakdown structure component</i> or a <i>schedule activity</i> . The total <i>planned value</i> for the project.
355	Control Account (CA) revised definition: Control Account (CA) [Tool]. A management control point where <i>scope</i> , <i>budget</i> (resource plans), <i>actual cost</i> , and <i>schedule</i> are integrated and compared to <i>earned value</i> for performance measurement. Control accounts are placed at selected management points (specific <i>components</i> at selected levels) of the <i>work breakdown structure</i> . Each control account may include one or more <i>work packages</i> , but each work package may be associated with only one control account. Each control account is associated with a specific single organizational <i>component</i> in the <i>organizational breakdown structure</i> (OBS). Previously called a Cost Account. See also <i>work package</i> .

<u>Page</u>	<u>Correction</u>
359	<p>Discrete Effort revised definition:</p> <p>Discrete Effort. <i>Work effort</i> that is separate, distinct, and related to the completion of specific <i>work breakdown structure</i> components and <i>deliverables</i>, and that can be directly planned and measured. Contrast with <i>apportioned effort</i>.</p>
359	<p>Earned Value (EV) revised definition:</p> <p>Earned Value (EV). The value of <i>work</i> performed expressed in terms of the approved <i>budget</i> assigned to that work for a <i>schedule activity</i> or <i>work breakdown structure component</i>. Also referred to as the <i>budgeted cost of work performed</i> (BCWP).</p>
360	<p>Earned Value Technique (EVT) revised definition:</p> <p>Earned Value Technique (EVT) [Technique]. A specific technique for measuring the performance of work and used to establish the <i>performance measurement baseline</i> (PMB). Also referred to as the earning rules and crediting method.</p>
363	<p>Level of Effort (LOE) revised definition:</p> <p>Level of Effort (LOE). Support-type <i>activity</i> (e.g., <i>seller</i> or <i>customer</i> liaison, project cost accounting, project management, etc.), which does not produce definitive end <i>products</i>. It is generally characterized by a uniform rate of <i>work</i> performance over a period of time determined by the activities supported.</p>
366	<p>Performance Measurement Baseline revised definition:</p> <p>Performance Measurement Baseline. An approved integrated <i>scope-schedule-cost*</i> plan for the <i>project work</i> against which project execution is compared to measure and manage performance. Technical and <i>quality</i> parameters may also be included.</p>
372	<p>Responsibility Assignment Matrix (RAM) revised definition:</p> <p>Responsibility Assignment Matrix (RAM) [Tool]. A structure that relates the project <i>organizational breakdown structure</i> to the <i>work breakdown structure</i> to help ensure that each component of the project's <i>scope of work</i> is assigned to a responsible person/team.</p>
375	<p>S-Curve revised definition:</p> <p>S-Curve. Graphic display of cumulative <i>costs</i>, labor hours, percentage of <i>work</i>, or other quantities, plotted against time. Used to depict <i>planned value</i>, <i>earned value</i>, and <i>actual cost</i> of project work. The name derives from the S-like shape of the curve (flatter at the beginning and end, steeper in the middle) produced on a <i>project</i> that starts slowly, accelerates, and then tails off. Also a term for the cumulative likelihood distribution that is a <i>result</i> of a <i>simulation</i>, a <i>tool</i> of <i>quantitative risk analysis</i>.</p>

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