Áreas de Conocimiento y procesos de dirección de proyectos
Enfoque PMI

El Project Management Institute (PMI®)

Making Project Management Indispensable for business results

- **Fundación:** 1969

- **Personas:**

  Casi 700.000 miembros, certificados y voluntarios

- **Presencia Global:** 304 capítulos, +220 países

- **Presencia en Costa Rica:** 1 Capítulo, desde 2001

El Project Management Institute (PMI®)

- Contribución a la educación y adquisición de conocimiento
- Fomento al desarrollo profesional y al *networking*
- Avance de la profesión y establecimiento de estándares
- Divulgación

Estándares publicados

Evolución del PMBOK

Edición	1	2	3	4	5	6	7
Año	1996	2000	2004	2008	2013	2017	2021
Páginas	180	210	400	460	620	725	376
Procesos	37	39	44	42	47	49	0

Principios · Dominios · Adaptación · Modelos · Artefactos · Métodos

Changes from the *PMBOK® Guide*—Sixth Edition to the Seventh Edition

	PMBOK® Guide—Sixth Edition	**PMBOK® Guide—Seventh Edition**
Overall Approach	• Prescriptive, not descriptive • Emphasis on how, not what or why	• Principles to guide mindset, actions, and behaviors, reflected in bodies of knowledge for project delivery, agile, lean, customer-centered design, etc.
Basis for Design	• Specific processes convert inputs to outputs using tools and techniques • Process-focused and orientation more compliance driven	• Domains of interacting, interdependent areas of activity with performance outcomes as well as an overview of commonly used tools, techniques, artifacts, and frameworks • Focus on project outcomes in addition to deliverables
Project Environment	• Project environment—internal and external	• Project environment—internal and external
Project Application	• Most projects, most of the time	• Any project
Target Audience	• Primarily project managers	• Anyone involved in the project with a specific focus on team members and team roles, including project lead, sponsor, and product owner
Degree of Change	• Incremental revision based on previous editions	• Principle-based to reflect the full value delivery landscape
Tailoring Guidance	• References to tailoring, but no specific guidance	• Specific tailoring guidance provided

Evolución del PMBOK

```
Inicio → Planificación → Ejecución → Monitoreo y control → Cierre
```

12 Principles of Project Management

Stewardship	Team	Stakeholders	Value
Systems Thinking	Leadership	Tailoring	Quality
Complexity	Risk	Adaptability and Resiliency	Change

Áreas de conocimiento

Gerencia de Integración del Proyecto

Gerencia de Tiempo del Proyecto

Gerencia de Calidad del Proyecto

Gerencia de Comunicaciones del Proyecto

Gerencia de Obtención del Proyecto

PMBOK Áreas de conocimiento

Gerencia de Alcance del Proyecto

Gerencia de Costo del Proyecto

Gerencia de RRHH del Proyecto

Gerencia de Riesgo del Proyecto

Gerencia de Stakeholders del Proyecto

Project performance domains

Stakeholder

Uncertainty

Team

Measurement

Project Performance Domains

Development Approach & Life Cycle

Delivery

Planning

Project Work

Principles of Project Management

Be a diligent, respectful, and caring steward	Create a collaborative team environment	Effectively engage with stakeholders	Focus on value
Recognize, evaluate, and respond to system interactions	Demonstrate leadership behaviors	Tailor based on context	Build quality into processes and deliverables
Navigate complexity	Optimize risk responses	Embrace adaptability and resiliency	Enable change to achieve the envisioned future state

Guide Behavior

Project Performance Domains

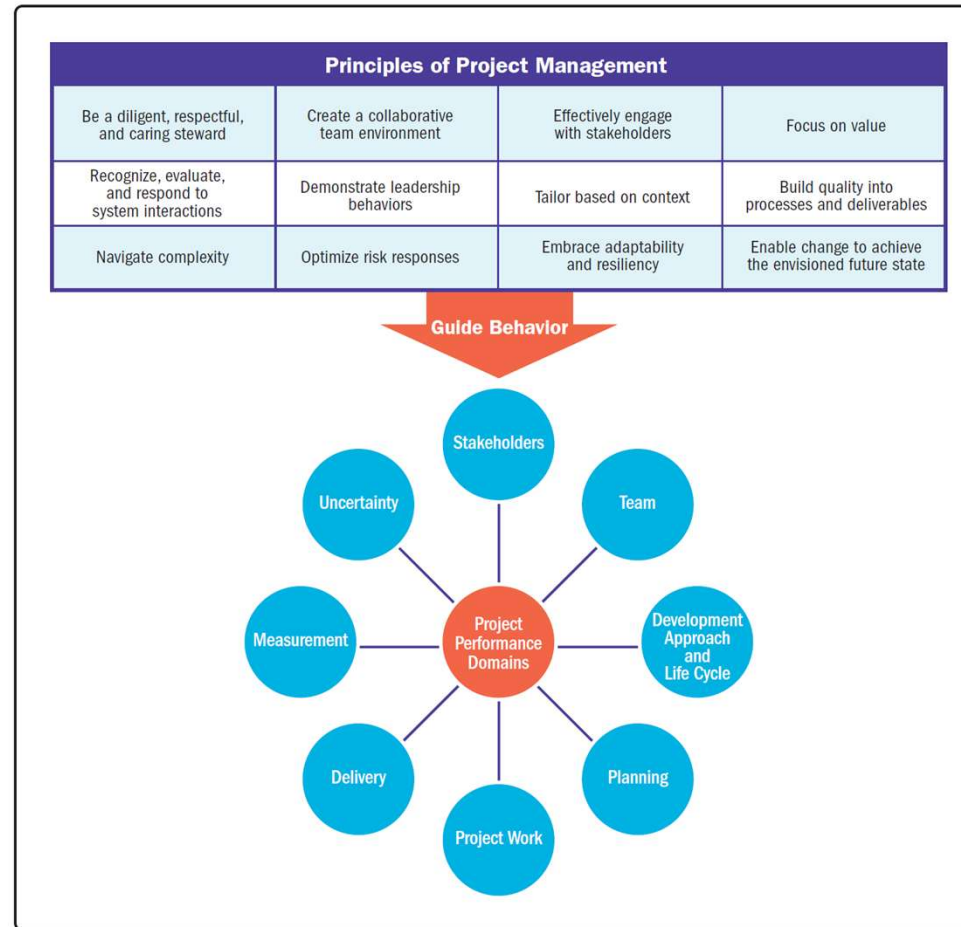Stakeholders · Team · Development Approach and Life Cycle · Planning · Project Work · Delivery · Measurement · Uncertainty

Figure 1-1. Relationship between Project Management Principles and Project Performance Domains
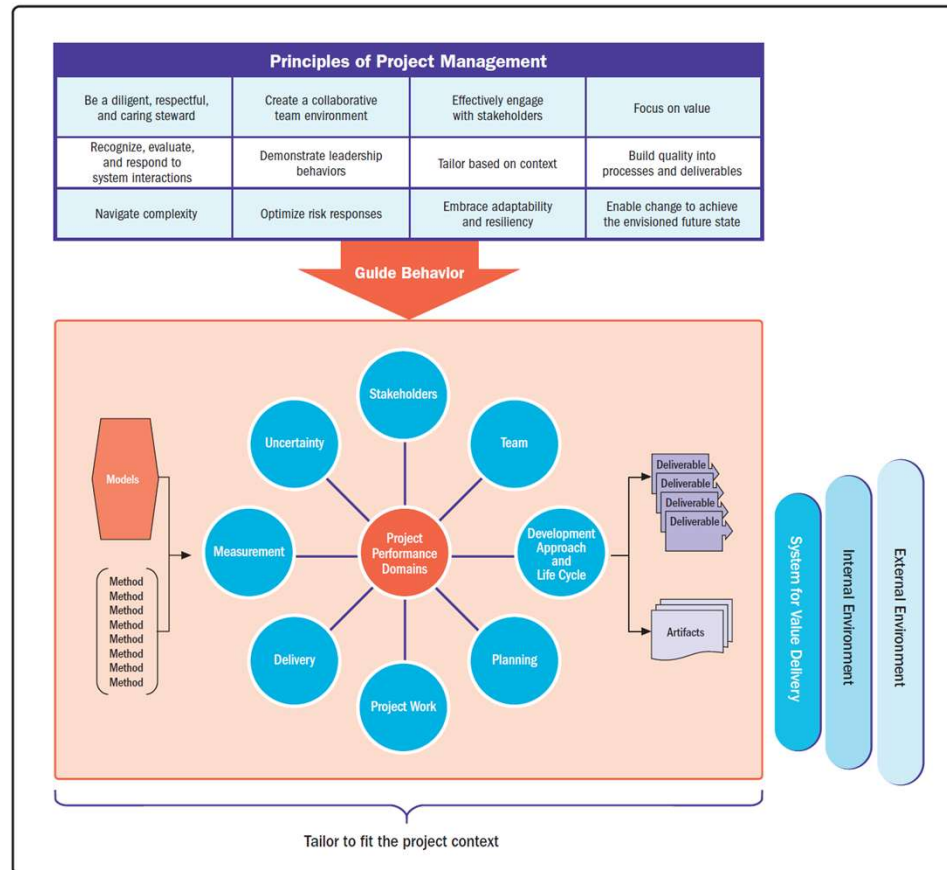
Imagen tomada del PMBOK 7th. Propiedad del PMI

Principles of Project Management

Be a diligent, respectful, and caring steward	Create a collaborative team environment	Effectively engage with stakeholders	Focus on value
Recognize, evaluate, and respond to system interactions	Demonstrate leadership behaviors	Tailor based on context	Build quality into processes and deliverables
Navigate complexity	Optimize risk responses	Embrace adaptability and resiliency	Enable change to achieve the envisioned future state

Guide Behavior

Stakeholders
Uncertainty
Team
Models
Measurement
Project Performance Domains
Development Approach and Life Cycle
Deliverable
Method
Artifacts
Delivery
Planning
Project Work
System for Value Delivery
Internal Environment
External Environment

Tailor to fit the project context

Figure 4-1. Tailoring to Fit the Project Context and Environment

Imagen tomada del PMBOK 7th. Propiedad del PMI

Project Management Institut

PMI 1969

Making Project Management Indispensable fo

Ficha técnica de PMI

Estadísticas al **30 de junio de 2018**

¡Más de **6 Millones** de ediciones de la *Guía del PMBOK®* ahora en circulación!

MIEMBROS TOTALES
533.924
...en **208** países y territorios

PMI tiene **294** capítulos acreditados y **13** potenciales

CERTIFICACIONES
Total de titulares activos de:

CAPM® Certified Associate in Project Management	35.849
PMP® Project Management Professional	859.893
PfMP® Portfolio Management Professional	565
PgMP® Program Management Professional	2.441
PMI-RMP® PMI Risk Management Professional	4.798
PMI-SP® PMI Scheduling Professional	1.867
PMI-PBA® PMI Professional in Business Analysis	2.687
PMI-ACP® PMI Agile Certified Practitioner	22.078

PUBLICACIONES
6.025.535 copias de todas las ediciones* de la *Guía del PMBOK®* en circulación
*Incluidas las traducciones publicadas por PMI

PMI Fact File

Statistics through **31 January 2019**

More Than **6 Million** *PMBOK®* Guide Editions Now in Circulation!

TOTAL MEMBERS
565,021
...in **208** countries and territories

PMI has **301** chartered and **6** potential chapters

CERTIFICATIONS
Total Active Holders of:

CAPM® Certified Associate in Project Management	37,564
PMP® Project Management Professional	910,431
PfMP® Portfolio Management Professional	661
PgMP® Program Management Professional	2,582
PMI-RMP® PMI Risk Management Professional	5,105
PMI-SP® PMI Scheduling Professional	1,922
PMI-PBA® PMI Professional in Business Analysis	3,235
PMI-ACP® PMI Agile Certified Practitioner	26,119

PUBLISHING
6,245,449 Total copies of all editions* of the *PMBOK®* Guide in circulation
*includes PMI-published standards

PMI FACT FILE
31 August 2021 Numbers:

671,507 Total Members

220 Total Countries /Territories

304 Chartered Chapters

5 Potential Chapters

Certifications
Total Active Holders of:

2,228	DASM
55,144	CAPM
46,219	PMI-ACP
1,338	DASSM
8,805	PMI-RMP
2,492	PMI-SP
5,074	PMP-PBA
1,229,031	PMP
3,336	PgMP
1,098	PfMP

PMI FACT FILE
31 December 2021 Numbers:

685,924 Total Members

217 Total Countries /Territories
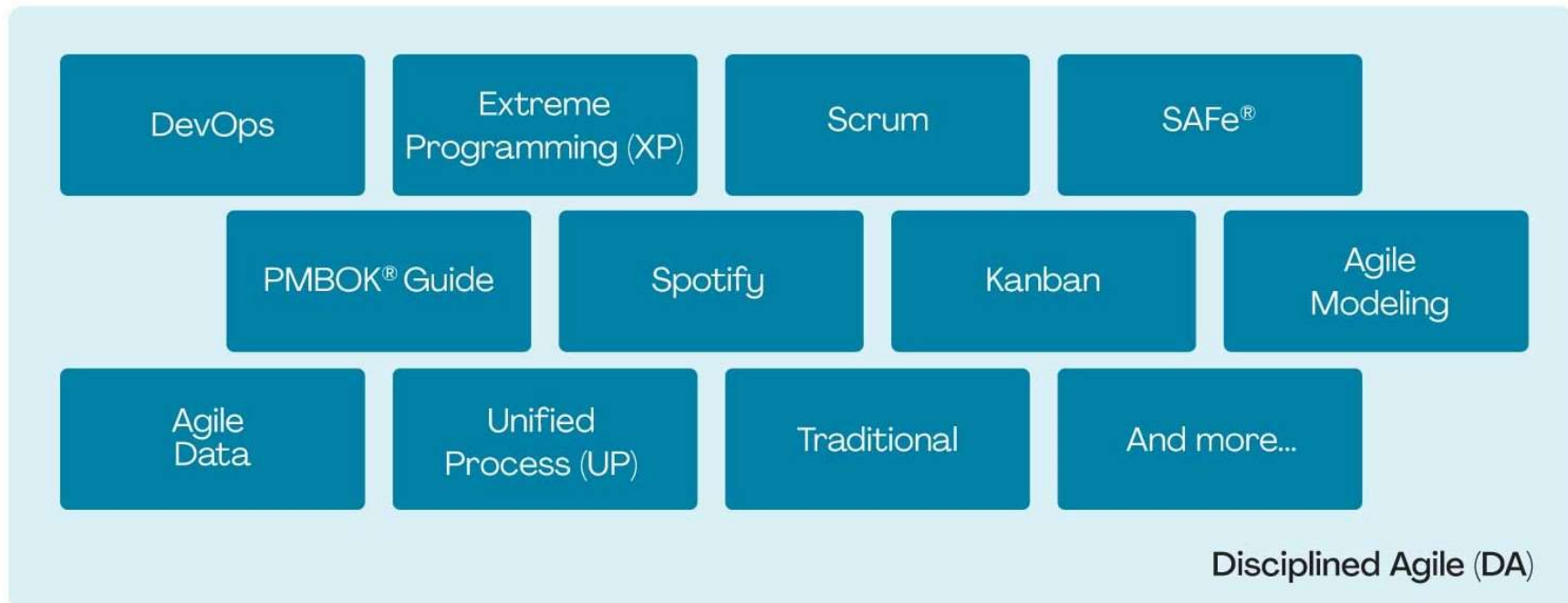
304 Chartered Chapters

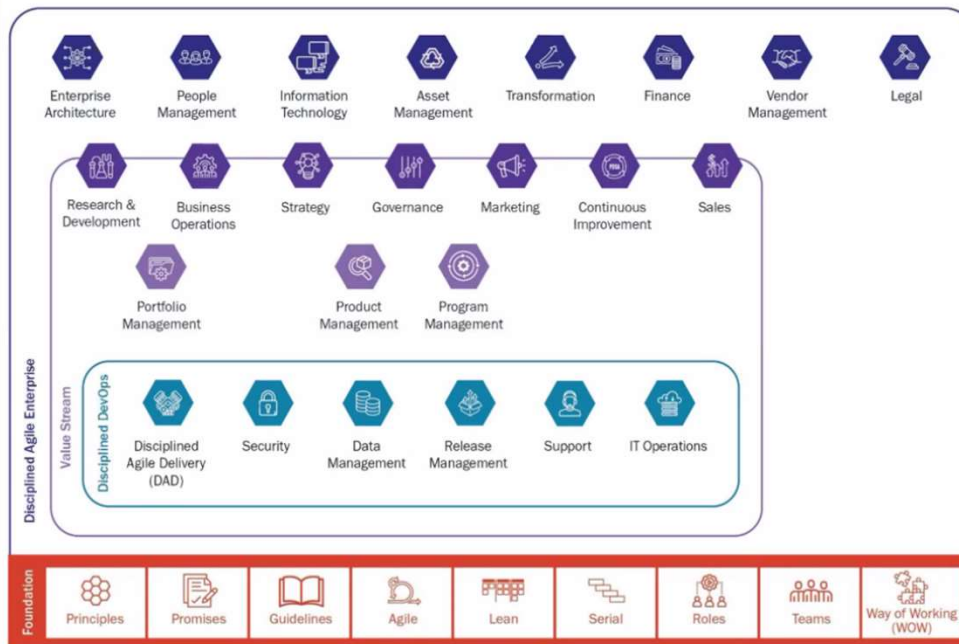**4** Potential Chapters

Certifications
Total Active Holders of:

2,784	DASM
56,819	CAPM
48,043	PMI-ACP
1,489	DASSM
9,722	PMI-RMP
2,577	PMI-SP
5,386	PMI-PBA
1,252,228	PMP
3,494	PgMP
1,160	PfMP

Enfoque DA

DevOps

Extreme Programming (XP)

Scrum

SAFe®

PMBOK® Guide

Spotify

Kanban

Agile Modeling

Agile Data

Unified Process (UP)

Traditional

And more...

Disciplined Agile (DA)

Enfoque DA

The Scope of Disciplined Agile

Enfoque DA

Certificaciones PMI®

0-3 YEARS EXPERIENCE NEW TO PROJECTS	**PMI Project Management Ready™** View >	**CAPM®** Certified Associate in Project Management View >	**PMI-ACP®** PMI Agile Certified Practitioner View >	**DASM™** Disciplined Agile Scrum Master View >	**DASSM™** Disciplined Agile Senior Scrum Master View >
3+ YEARS EXPERIENCE SKILLED PRACTITIONER	**PMP®** Project Management Professional View >	**PMI-PBA®** PMI Professional in Business Analysis View >	**DAVSC™** Disciplined Agile Value Stream Consultant View >	**DAC™** Disciplined Agile Coach View >	
SPECIALIZATION	**PMI-RMP®** PMI Risk Management Professional View >	**PMI-SP®** PMI Scheduling Professional View >	**AHPP™** Agile Hybrid Project Pro™ View >	**CD-P** Citizen Developer Practitioner View >	**Built Environment Project Communication Pro** View > / **OTF** Organizational Transformation Foundation View >
8+ YEARS EXPERIENCE SENIOR LEVEL PRACTITIONER	**PgMP®** Program Management Professional View >	**PfMP®** Portfolio Management Professional View >			

Exposure Draft

Certificaciones PMI®

0-3 YEARS EXPERIENCE NEW TO PROJECTS	**PMI Project Management Ready™** View >	**CAPM®** Certified Associate in Project Management View >	**PMI-ACP®** PMI Agile Certified Practitioner View >	**DASM™** Disciplined Agile Scrum Master View >	**DASSM™** Disciplined Agile Senior Scrum Master View >
3+ YEARS EXPERIENCE SKILLED PRACTITIONER	**PMP®** Project Management Professional View >	**PMI-PBA®** PMI Professional in Business Analysis View >	**DAVSC™** Disciplined Agile Value Stream Consultant View >	**DAC™** Disciplined Agile Coach View >	
SPECIALIZATION	**PMI-RMP®** PMI Risk Management Professional View >	**PMI-SP®** PMI Scheduling Professional View >	**AHPP™** Agile Hybrid Project Pro™ View >	**CD-P** Citizen Developer Practitioner View >	**Built Environment Project Communication Pro** View > / **OTF** Organizational Transformation Foundation View >
8+ YEARS EXPERIENCE SENIOR LEVEL PRACTITIONER	**PgMP®** Program Management Professional View >	**PfMP®** Portfolio Management Professional View >			Exposure Draft

Certificación Project Management Profesional (PMP®)

- Auspiciada por el PMI
- Objetivo:
  - *"Desarrollo, mantenimiento, evaluación, promoción y administración de una certificación profesional rigurosa basada en el examen de conocimientos del más alto calibre – la certificación como Director Profesional de Proyectos (PMP)"*
- PMP & CAPM alrededor del mundo (diciembre 2021)
  - CAPM   56 819
  - PMP   1 252 228

Certificación Project Management Profesional (PMP®)

- Para mayor detalle
  - "PMP Certification Handbook" (www.pmi.org)
- Actualización: 7 de agosto 2020
- Disponible alrededor del mundo
- Disponible para miembros y no miembros
- Certificación reconocida mundialmente
- Proceso certificado bajo la norma ISO 9001
- Examen se revisa cada 4 años

Project Management Professional (PMP)® Handbook

Certificación Project Management Profesional (PMP®)

Vigencia

- PMP
    - 60 PDUs (Professional Development Units)
    - Periodo de tres años

- CAMP
    - Volver a hacer el examen
    - Periodo de cinco años

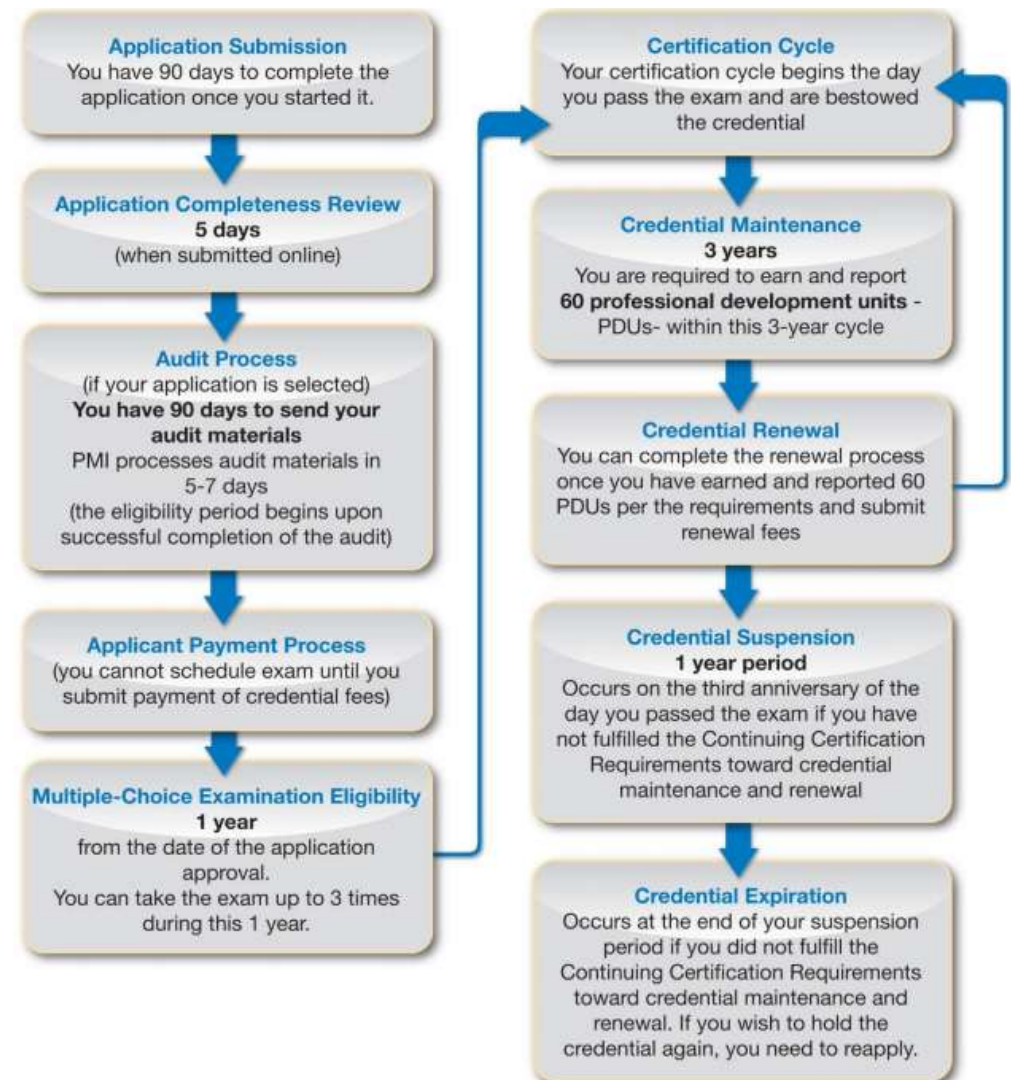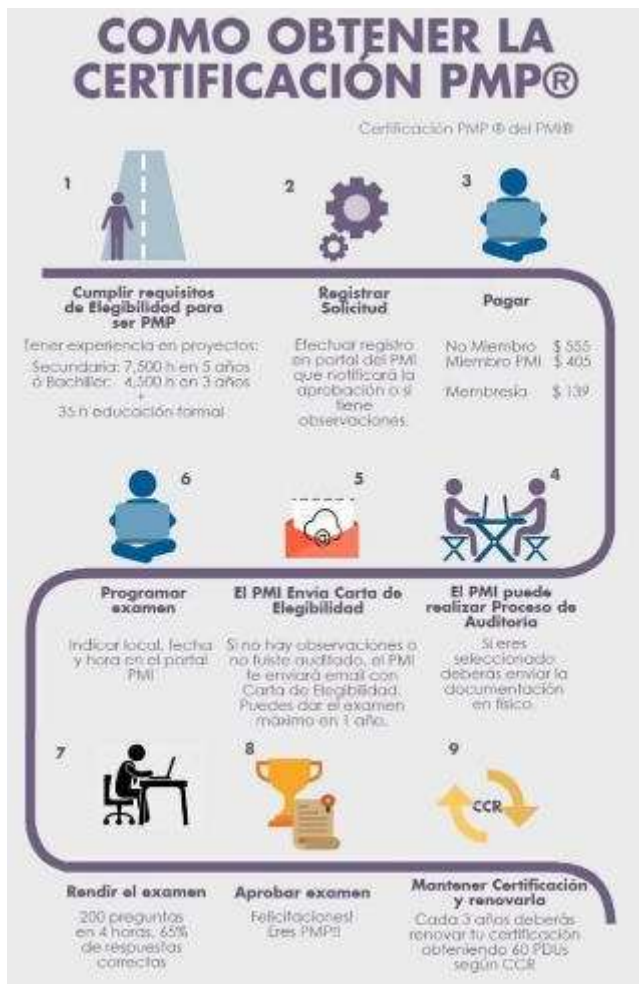# Certificación Project Management Profesional (PMP®)

Requisitos

PMP	Académico	Experiencia profesional	Educación en dirección de proyectos
	Licenciatura o equivalente	4500 horas 36 meses experiencia	35 horas
	Preparatoria o equivalente	7500 horas 60 meses de experiencia	35 horas

Información de contacto de las referencias

CAPM
- ✓ Certificado de secundaria o equivalente
- ✓ 1.500 horas de experiencia o 23 horas de capacitación en dirección de proyectos

COMO OBTENER LA CERTIFICACIÓN PMP®

Certificación PMP ® del PMI®

1 Cumplir requisitos de Elegibilidad para ser PMP
Tener experiencia en proyectos:
Secundaria: 7,500 h en 5 años
ó Bachiller: 4,500 h en 3 años
+
35 h educación formal

2 Registrar Solicitud
Efectuar registro en portal del PMI que notificará la aprobación o si tiene observaciones.

3 Pagar
No Miembro $555
Miembro PMI $405
Membresía $139

6 Programar examen
Indicar local, fecha y hora en el portal PMI

5 El PMI Envia Carta de Elegibilidad
Si no hay observaciones o no fuiste auditado, el PMI te enviará email con Carta de Elegibilidad. Puedes dar el examen máximo en 1 año.

4 El PMI puede realizar Proceso de Auditoria
Si eres seleccionado deberás enviar la documentación en físico.

7 Rendir el examen
200 preguntas en 4 horas, 65% de respuestas correctas

8 Aprobar examen
Felicitaciones! Eres PMP!!

9 Mantener Certificación y renovarla
Cada 3 años deberás renovar tu certificación obteniendo 60 PDUs según CCR

Proceso de certificación

Application Submission
You have 90 days to complete the application once you started it.

Application Completeness Review
5 days
(when submitted online)

Audit Process
(if your application is selected)
You have 90 days to send your audit materials
PMI processes audit materials in 5-7 days
(the eligibility period begins upon successful completion of the audit)

Applicant Payment Process
(you cannot schedule exam until you submit payment of credential fees)

Multiple-Choice Examination Eligibility
1 year
from the date of the application approval.
You can take the exam up to 3 times during this 1 year.

Certification Cycle
Your certification cycle begins the day you pass the exam and are bestowed the credential

Credential Maintenance
3 years
You are required to earn and report **60 professional development units** - PDUs- within this 3-year cycle

Credential Renewal
You can complete the renewal process once you have earned and reported 60 PDUs per the requirements and submit renewal fees

Credential Suspension
1 year period
Occurs on the third anniversary of the day you passed the exam if you have not fulfilled the Continuing Certification Requirements toward credential maintenance and renewal

Credential Expiration
Occurs at the end of your suspension period if you did not fulfill the Continuing Certification Requirements toward credential maintenance and renewal. If you wish to hold the credential again, you need to reapply.

Costos del examen PMP

PMP Fees

Exam Administration Type	PMI Member Status	US Dollars	Euros
Center-based testing (CBT) Online testing (OPT)	member	$405	€340
Center-based testing (CBT) Online testing (OPT)	nonmember	$555	€465
Reexamination CBT/OPT	member	$275	€230
Reexamination CBT/OPT	nonmember	$375	€315
CCR certification renewal	member	$60	USD only
CCR certification renewal	nonmember	$150	USD only

El examen PMP

PMP Examination Information

The PMP examination is comprised of 200 multiple-choice questions. Of the 200 questions, 25 are considered pretest questions. Pretest questions do not affect the score and are used in examinations as an effective and legitimate way to test the validity of future examination questions. All questions are randomly placed throughout the examination.

No. of Scored Questions	No. of Pretest (Unscored) Questions	Total Examination Questions
175	25	200

Center-based testing (CBT) is the standard method of administration for PMI examinations. Paper-based testing (PBT) is available under limited circumstances (refer to the Examination Administration section in this handbook for more details).

The allotted time to complete the center-based examination is four hours.

Allotted Examination Time
4 hours

It may take some candidates less than the allotted four hours to complete the examination.

There are **no scheduled breaks** during the exam, although you are allowed to take a break if needed. If you take a break during the exam, your exam clock continues to count down.

El examen PMP

Project Management Professional (PMP)® Examination Content Outline

For January 2021 Exam Update

Domain	Percentage of Items on Test
I. People	42%
II. Process	50%
III. Business Environment	8%
Total	100%

El examen PMP

PMP Examination Blueprint

The PMP examination is developed based on the PMP examination blueprint contained in the *PMP Examination Content Outline*. The examination blueprint details the percentage of questions contained in each project management process group. The following represents the percentage of questions in each domain that are included in the examination.

PMP Exam Blueprint	
From the *PMP Examination Content Outline*	
Domain	Percentage of Questions
Initiation	13%
Planning	24%
Executing	31%
Monitoring and Controlling	25%
Closing	7%
TOTAL	**100%**

El examen PMP

Project Management Professional (PMP)® Examination Content Outline

January 2021 Exam Update

El examen PMP

The PMP Exam Score Report contains:

- Overall Test Result: Pass or Fail.
- The performance information domain-wise :
    - Proficient
    - Moderately Proficient
    - Below Proficient

Note: The PMP Exam Report does not show your actual score or even percentage score.

Costos del examen CAPM

CAPM Fees

Exam Administration Type	PMI Member Status	US Dollars	Euros
Center-based testing (CBT) Online testing (OPT)	member	$225	€185
Center-based testing (CBT) Online testing (OPT)	nonmember	$300	€250
Reexamination CBT/OPT	member	$150	€125
Reexamination CBT/OPT	nonmember	$375	€315
CCR certification renewal	member	$60	USD only
CCR certification renewal	nonmember	$150	USD only

El examen CAPM

Capítulo	Número preguntas	Porcentaje
1	6	4%
2	6	4%
3	17	11%
4	17	11%
5	17	11%
6	17	11%
7	13	9%
8	10	7%
9	10	7%
10	10	7%
11	17	11%
12	10	7%
Total:	**150**	**100%**

Ejemplo de pregunta

You have been notified that an important item for your Project Will be delayed. What is the best thing to do?

a) Ignore it
b) Communicate the issue to your superior
c) Inform the customer and discuss options
d) Call a team meeting to analyze alternatives

Aunque también es correcto informar al cliente (c), la pregunta se refiere a cuál es la MEJOR alternativa INMEDIATA.

Ejemplo de pregunta

Decomposing deliverables into smaller, more manageable parts is finished when:

a) All elements have been listed in the WBS dictionary
b) Accurate estimates can be developed for each item
c) No change request can occur
d) Project business need was clearly documented

La respuesta es la (b). En lugar de memorizar, es mejor aplicar los conceptos.

Opciones de membresía

Registered User

Free

Create a free PMI online account


✔ Be part of the largest PM community

✔ Track your certification status with myPMI

Download the PMBOK® Guide for free

Access to PMIstandards+™ digital content solution

Unlock 1,000+ tools and templates

Get more, free opportunities to earn PDUs

Save on career-advancing certifications

Find relevant jobs with the PM Job Board

Stay up-to-date with PMI publications

Digital download of the Disciplined Agile "Choose Your WoW" book

Opportunity to join local chapters for educational and networking opportunities (additional annual fee)

SIGN UP

+ Chapter Fee

Ej: CRC $20 USD

PMI Membership

US$129/year

Plus one-time US$10 application fee

✔ Be part of the largest PM community

✔ Track your certification status with myPMI

✔ Download the PMBOK® Guide for free

✔ Access to PMIstandards+™ digital content solution

✔ Unlock 1,000+ tools and templates

✔ Get more, free opportunities to earn PDUs

✔ Save on career-advancing certifications

✔ Find relevant jobs with the PM Job Board

✔ Stay up-to-date with PMI publications

✔ Digital download of the Disciplined Agile "Choose Your WoW" book

✔ Opportunity to join local chapters for educational and networking opportunities (additional annual fee)

JOIN PMI

PROCESO DE BÚSQUEDA DE EMPLEO: Recursos sobre la Profesión

Earning Power: Project Management Salary Survey —Twelfth Edition
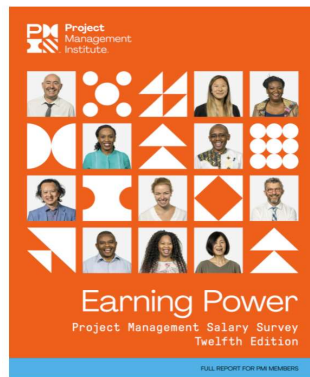
REPORT | Career Development, Talent Management | November 2021

How to cite this article:

Earning Power: Project Management Salary Survey—Twelfth Edition (2021).

As disruptive as COVID-19 has been, project management skills and expertise are still heavily in demand. The twelfth edition of *Earning Power: Project Management Salary Survey* charts the salary landscape for project professionals. The report compares median salaries by country in US dollars.The report also shows median salary in US dollars cross-tabulated by eight major project management positions, years of work experience in project management, PMP status and project size. PMI members have exclusive access to the full report with detailed information, in local currency, about the 40 countries surveyed.

ARTICLE | Career Development

How to Ace a Preliminary Interview

Don't improvise when opportunity knocks. These tips will help you prepare quickly.

Talent Gap: Ten-Year Employment Trends, Costs, and Global Implications

REPORT | Resource Management | June 2021
PMI

How to cite this article:

PMI (2021). Talent Gap: Ten-Year Employment Trends, Costs, and Global Implications.

Globally, a gap between the demand for project management skills and the availability of talent continues to persist. This opens up a host of new job opportunities in project management-oriented employment (PMOE) for project professionals and all changemakers – those who, regardless of their role, are inspired and equipped to drive change.

PMI identifies three reasons for the persistence of the talent gap.

- An increase in the number of jobs requiring project management-oriented skills
- Higher demand for project professionals in emerging and developing countries due to economic growth
- The rate of retirement from the workforce

REPORT | Resource Management

Project Management Job Growth and Talent Gap 2017–2027

Demand over the next 10 years for project managers is growing faster than demand for workers in other occupations. Learn more.

¿Preguntas?