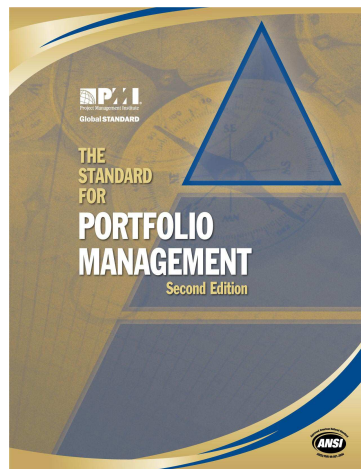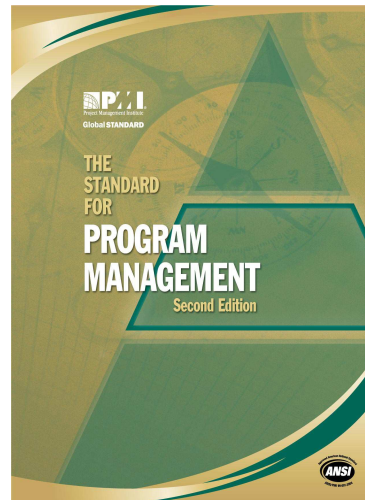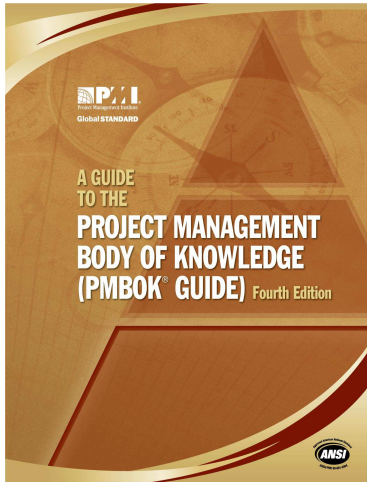# Overview of
A Guide to the Project Management Body of Knowledge
(*PMBOK® Guide*)—Fourth Edition

- PMI Foundational Standards

- Harmonization of PMI's Foundational Standards

- Top 10 changes from the Third Edition to the Fourth Edition of the *PMBOK® Guide*

- Chapter by Chapter Overview

- Impact on Credentialing

- PMI published translations

Good Practices in use today in Projects, Programs, or Portfolios
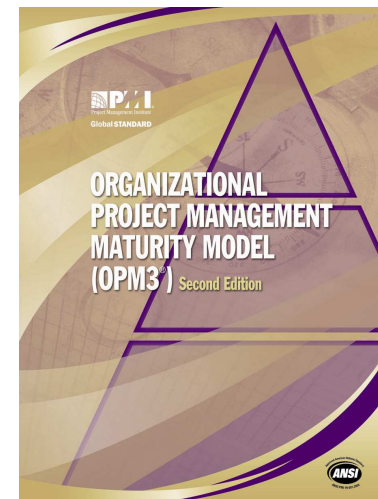
Organizational Best Practices

- **Simultaneous roll-out of the following:**
    - *A Guide to the Project Management Body of Knowledge* (*PMBOK® Guide*)—Fourth Edition
    - *The Standard for Program Management*—Second Edition
    - *The Standard for Portfolio Management*—Second Edition
    - *OPM3®*—Second Edition
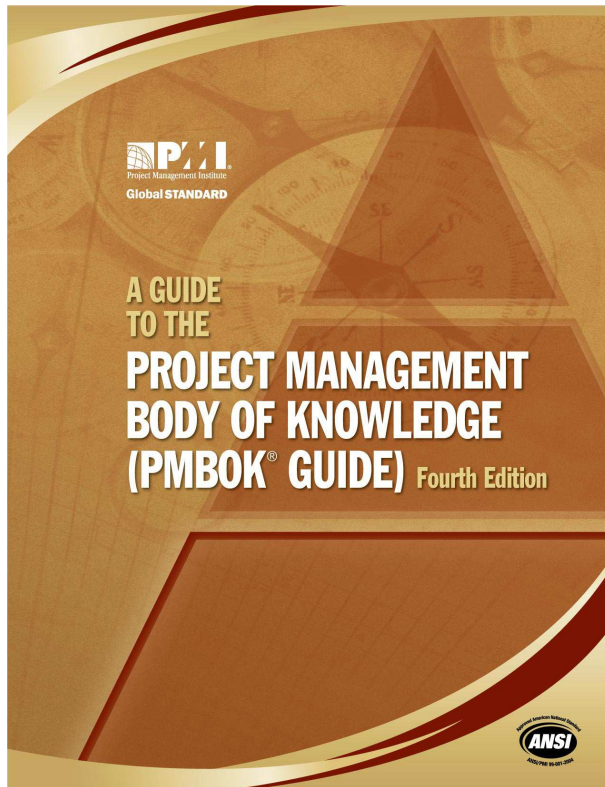
PMBOK® Guide—Fourth Edition represents generally recognized good practice in the profession of project management.

1. All process names are in a verb-noun format

PMBOK® Guide—Third Edition	PMBOK® Guide—Fourth Edition
Activity Definition	Define Activities
Activity Sequencing	Sequence Activities
Activity Resource Estimating	Estimate Activity Resources
Activity Duration Estimating	Estimate Activity Durations
Schedule Development	Develop Schedule
Schedule Control	Control Schedule

2. A standard approach to discussing Enterprise Environmental Factors and Organizational Process Assets was employed.

Example of the new format:

The following Enterprise Environmental Factors can influence the [xyz] process:

- brief description of how it influences the process
- brief description of how it influences the process
- brief description of how it influences the process

This is not a complete list, but these factors should be considered on most projects.

3. Change requests clarified

Change requests now include:

- Change requests
- Corrective action
- Preventive action
- Defect repair

4.   The processes decreased from 44 to 42.

Process Deletions

- Develop Preliminary Scope Statement
- Plan Scope

Process Additions:

- Identify Stakeholders
- Collect Requirements

Combined Processes

- Plan Purchases and Acquisitions and Plan Contract to Plan Procurements
- Request Seller Responses and Select Sellers to Conduct Procurements

5. Project Management Plan vs. Project Documents

- Project management plan
  - Requirements management plan
  - Communications management plan
  - Risk management plan
  - Procurement management plan
  - Scope management plan
  - Schedule management plan
  - ETC.

- Project documents
  - Assumption log
  - Change log
  - Risk register
  - Duration estimates
  - Resource requirements
  - Source selection criteria
  - ETC.

6. Project Charter vs. Project Scope Statement

- Scope Statement
  - Product scope description
  - Project deliverables
  - User acceptance criteria
  - Project boundaries
  - Project constraints
  - Project assumptions

- Project Charter
  - Project purpose or justification
  - Measurable project objectives and related success criteria
  - High-level requirements
  - High-level project description
  - Summary milestone schedule
  - Summary budget
  - Project approval requirements
  - Project Manager, responsibility and authority level
  - Authorizing person

7. Deletion of Process Flow Diagrams

8. Addition of Data Flow Diagrams
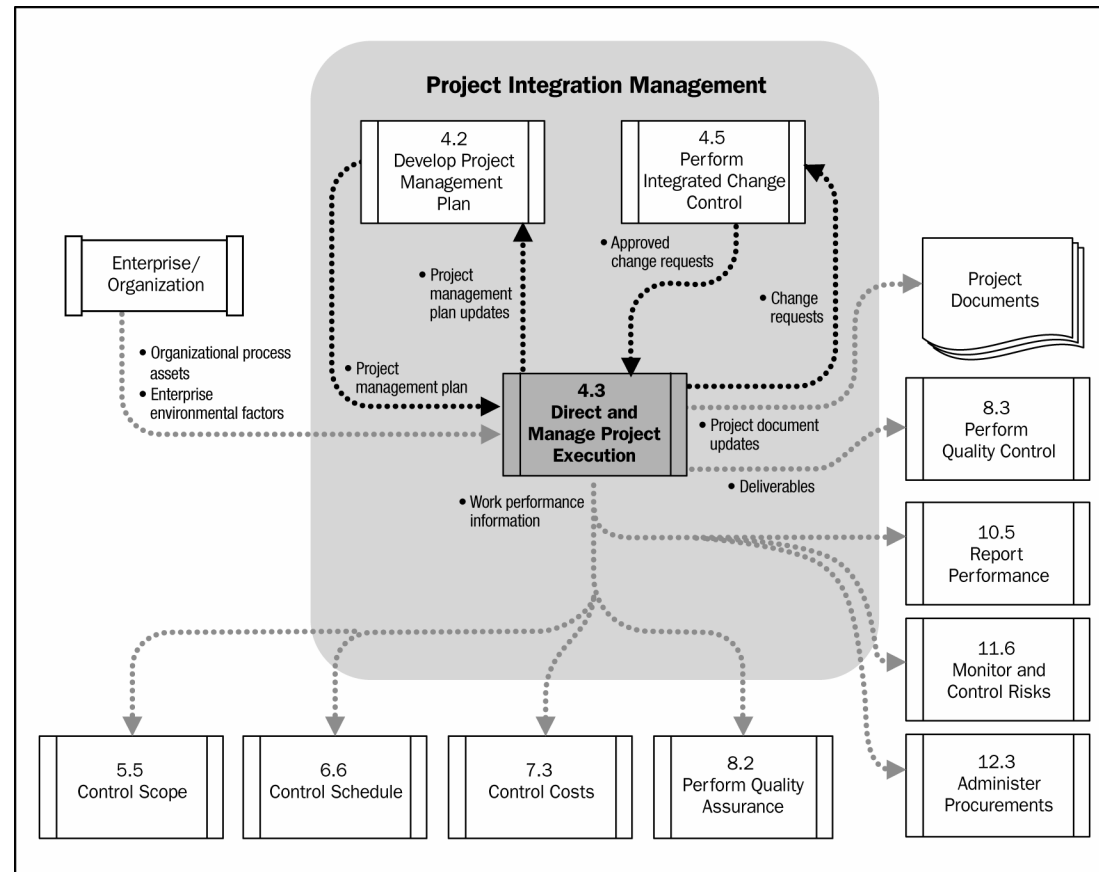
9. Triple constraint expanded to include quality, resources and risk

Common project constraints:

- Scope

- Quality

- Schedule

- Budget

- Resources

- Risk

10.   New appendix on interpersonal skills.

Identified skills:

- Leadership
- Team building
- Motivation
- Communication
- Influencing
- Decision making
- Political and cultural awareness
- Negotiation

Managing a project typically includes…..

- Balancing the competing project constraints including, but not limited to:
    - Scope
    - Quality
    - Schedule
    - Budget
    - Resources
    - Risk

The specific project will influence the constraints on which the project manager needs to focus.

- Aligned with other standards

- A bit more on project life cycles

- More detail on types of stakeholders

- New graphics

- New graphic that shows project management process interactions

- New process group graphics with more emphasis on the integrating processes

- Process descriptions and Input/Output tables only

- Deleted Develop Preliminary Scope Statement

- Clarified Develop Project Management Plan

- **Deleted Plan Scope**

- **Added Collect Requirements**

- **Outputs include:**

  - Requirements management plan

  - Requirements documentation

  - Requirements traceability matrix

- Deleted Activity on Arrow (AOA)

- Three point estimating includes PERT equation

- Three point estimating includes PERT equation

- Added to-complete performance index (TCPI) to Control Cost

- Greater alignment with 5.5, 6.6 and 7.3

- Added more graphics

- More discussion on cost of quality

- Deleted quality baseline

- Added information on interpersonal skills
    - Stages of team building
    - Conflict management
    - Leadership
    - Influencing
    - Decision making

- Moved Manage Project Team from monitoring and controlling to executing

- Added Identify Stakeholders

- Outputs include:

  - Stakeholder register

  - Stakeholder management strategy

- Changed process to Manage Stakeholder Expectations

  - Moved from monitoring and controlling to executing.

- Minor editorial changes.

- Went from 6 processes to 4 processes
- Renamed processes to center around procurements
- Discussed teaming agreements

- *PMBOK® Guide* serves as a professional reference for all of PMI credentials

- The *PMBOK® Guide*—Fourth Edition will replace *PMBOK® Guide*—Third Edition as a reference during item writing sessions.

- It is estimated only a small percentage of examination items/questions require updates.

Credential	Examination Updated
PMP®	30 June 2009
CAPM®	31 July 2009
PMI-SP^{SM}	31 August 2009
PMI-RMP^{SM}	31 August 2009
PgMP®	31 August 2009

PMBOK® Guide—Fourth Edition: Impact on Credentials

Exam	Planned Date to sit for Examination	Study recommendation*
PMP®	Prior to 30 June 2009	*PMBOK® Guide*—Third Edition
PMP®	After 30 June 2009	*PMBOK® Guide*—Fourth Edition
CAPM®	Prior to 31 July 2009	*PMBOK® Guide*—Third Edition
CAPM®	After 31 July 2009	*PMBOK® Guide*—Fourth Edition

- Arabic
- Chinese (Simplified)
- German
- French
- Italian

- Japanese
- Portuguese (Brazilian)
- Russian
- Spanish
- Korean

All translations are scheduled to be published Q2 2009

Making project management indispensable for business results.®

For more information please visit PMI's website at the following hyperlink:

www.PMI.org/StandardsUpdate