

## Frequently Asked Questions about changes in PMBOK® Guide 4<sup>th</sup> Edition:

1. What are the differences between the *PMBOK® Guide*—Third Edition and the *PMBOK® Guide*—Fourth Edition?

The Fourth Edition continues to reflect the evolving knowledge within the profession of project management. Like previous editions it represents generally recognized good practice in the profession.

However, the Fourth Edition also reflects a focus on improved consistency and clarity. Great consideration was given by the project teams to remove redundant information and add clarifying statements where needed. Terminology was updated only to present process names consistently in a verb-noun format.

The *PMBOK® Guide*—Fourth Edition continues the tradition of excellence in project management with a standard that is easy to understand and implement.

The major differences between the Third Edition and the Fourth Edition are summarized below:

- All process names are in a verb-noun format
- Enterprise Environmental Factors were more clearly defined to avoid confusion with Organizational Process Assets.
- A standard approach for discussing requested changes, preventive actions, corrective actions and defect repairs was employed.
- The processes decreased from 44 to 42. Two processes were deleted, two processes were added and 6 processes were reconfigured into 4 processes in the procurement Knowledge Area.
- To provide clarity a distinction was made between the project management plan and project documents used to manage the project.
- The distinction between the information in the Project Charter and the Project Scope Statement was clarified.
- The process flow diagrams at the beginning of chapters 4-12 have been deleted and replaced with data flow diagrams.
- A data flow diagram for each process has been created.
- A new appendix was added that addresses key interpersonal skills that a project manager utilizes when managing a project.

**A complete list of changes can be found in Appendix A of the Fourth Edition.**

2. I've heard PMI has removed the triple constraint from the *PMBOK® Guide*—Fourth Edition. Why? We still find it a very valuable measure in our organization.

The triple constraint which is mentioned in the introduction of the *PMBOK® Guide*—Third Edition has been expanded to include other potential constraints including: quality, resources and risk. Since each project is unique it is possible some projects may not be affected by all potential constraints.

3. Why is PMI releasing Second Editions of *OPM3*<sup>®</sup>, *The Standard for Program Management* and *The Standard for Portfolio Management* at the same time as the *PMBOK*<sup>®</sup> *Guide*—Fourth Edition?

These four standards represent four key disciplines in the project management profession:

- project management,
- program management,
- portfolio management and
- organization project management.

Bringing the four standards into alignment helps ensure the profession is speaking with the same terms and understanding and promotes harmonization across all four standards.

4. How will updates to the *PMBOK*<sup>®</sup> *Guide*—Fourth Edition affect the PMP examination?

When an update to a standard, such as the *PMBOK*<sup>®</sup> *Guide*—Fourth Edition, is released, credential exams are updated to reflect changes in the professional reference. (Please see below for the Update Schedule)

The *PMBOK*<sup>®</sup> *Guide*—Fourth Edition reflects a focus on improved consistency and clarity. Great consideration was given by the project teams to remove redundant information and add clarifying statements where needed. Terminology was updated only to present them consistently in a verb-noun format.

It is estimated only a small percentage of examination items/questions require updates that directly address actual changes in the standards. Of course new questions are always being produced, tested, and then used to replace older questions on a periodic schedule.

*\*Please remember that standards are only one reference in the full project management body of knowledge, therefore a sudden change in the examination does not occur.*

5. When does PMI intend to update the credential examinations?

When an update to a standard, such as the *PMBOK*<sup>®</sup> *Guide*—Fourth Edition, is released credential exams are also updated.

See update schedule below:

<b>Credential</b>	<b>Examination Updated</b>
PMP <sup>®</sup>	30 June 2009
CAPM <sup>®</sup>	31 July 2009
PMI-SP <sup>SM</sup>	31 August 2009
PMI-RMP <sup>SM</sup>	31 August 2009
PgMP <sup>®</sup>	31 August 2009

*\*Please remember that standards are only one reference in the full project management body of knowledge, therefore a sudden change in the examination does not occur.*

6. When studying for a credential exam which edition of the standards should I use?

When an update to a standard, such as the *PMBOK® Guide—Fourth Edition*, is released credential exams are also updated. Please use these dates as a general point of reference:

<b>Exam</b>	<b>Planned Date to sit for Examination</b>	<b>Study recommendation*</b>	
PMP®	Prior to 30 June 2009	<i>PMBOK® Guide—Third Edition</i>	
PMP®	After 30 June 2009	<i>PMBOK® Guide—Fourth Edition</i>	
CAPM®	Prior to 31 July 2009	<i>PMBOK® Guide—Third Edition</i>	
CAPM®	After 31 July 2009	<i>PMBOK® Guide—Fourth Edition</i>	
PMI-SP <sup>SM</sup>	Prior to 31 August 2009	<i>PMBOK® Guide—Third Edition</i>	
PMI-SP <sup>SM</sup>	After 31 August 2009	<i>PMBOK® Guide—Fourth Edition</i>	
PMI-RMP <sup>SM</sup>	Prior to 31 August 2009	<i>PMBOK® Guide—Third Edition</i>	
PMI-RMP <sup>SM</sup>	After 31 August 2009	<i>PMBOK® Guide—Fourth Edition</i>	
PgMP®	Prior to 31 August 2009	<i>The Standard for Program Management—First Edition</i>	<i>PMBO K® Guide — Third Edition</i>
PgMP®	After 31 August 2009	<i>The Standard for Program Management—Second Edition</i>	<i>PMBO K® Guide — Fourth Edition</i>

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7. I have submitted an application to earn a credential. With new editions to the standards being release in December, will there be any impact to the current exam? Should I study the current edition or the new edition?

No, there will be no immediate impact to the current examination. Exam updates are scheduled as follows: PMP—30 June 2009; CAPM—31 July 2009; PgMP—31 August 2009; PMI-SP—31 August 2009; PMI-RMP—31 August 2009.

To determine which edition you should study, please use the following schedule:

<b>Exam</b>	<b>Planned Date to sit for Examination</b>	<b>Study recommendation*</b>	
PMP®	Prior to 30 June 2009	<i>PMBOK® Guide—Third Edition</i>	
PMP®	After 30 June 2009	<i>PMBOK® Guide—Fourth Edition</i>	
CAPM®	Prior to 31 July 2009	<i>PMBOK® Guide—Third Edition</i>	
CAPM®	After 31 July 2009	<i>PMBOK® Guide—Fourth Edition</i>	
PMI-SP <sup>SM</sup>	Prior to 31 August 2009	<i>PMBOK® Guide—Third Edition</i>	
PMI-SP <sup>SM</sup>	After 31 August 2009	<i>PMBOK® Guide—Fourth Edition</i>	
PMI-RMP <sup>SM</sup>	Prior to 31 August 2009	<i>PMBOK® Guide—Third Edition</i>	
PMI-RMP <sup>SM</sup>	After 31 August 2009	<i>PMBOK® Guide—Fourth Edition</i>	
PgMP®	Prior to 31 August 2009	<i>The Standard for Program Management—First Edition</i>	<i>PMBOK® Guide—Third Edition</i>
PgMP®	After August 2009	<i>The Standard for Program Management—Second Edition</i>	<i>PMBOK® Guide—Fourth Edition</i>

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## 8. Will the new standards be available to members free of charge?

Yes. As a PMI member in good standing you will be able to download a digital copy of all the updated standards at no charge. Including:

- *PMBOK® Guide*—Fourth Edition
- *The Standard for Program Management*—Second Edition
- *The Standard for Portfolio Management*—Second Edition and
- *OPM3®*—Second Edition.

As soon as the standards have been published, PMI will begin preparing the digital copies. Members will need to log in to access the Adobe® PDF® file of each standard. The files will be located on the Resources Section of PMI.org.

All four standards are scheduled for publication 31 December 2008.

## 9. How often are PMI standards updated? What is the process?

PMI updates its global standards at least every five years in accordance with ANSI Guidelines. In practice PMI plans for updates every three years but keeps a fourth year as schedule reserve to ensure the standards are updated within five years.

PMI's standards development process is as follows:

- Research is conducted to identify possible new standards for development, or, determine if an existing standards need updated.
- If a need is identified, a draft charter and scope statement are developed.
- A Voluntary Project Manager is hired and the preliminary planning team is organized.
- The project charter/scope is finalized and approved.
- Volunteers are selected for the team.
- Content is developed.
- Content is opened up for public review during the Exposure Draft period.
- Comments are reviewed by the Appeals Body.
- The final document is sent to Consensus Body for balloting.
- Publication!

## 10. What are standards?

A simple way of describing standards is "common solutions to repetitive problem."

There are four types of standards:

**De Facto**—meaning, widely adopted and accepted as best practice

**Consortia**, or developed by companies

**Regulatory**, or required by law and

**Volunteer Consensus**

PMI follows the Volunteer Consensus Standards Process.

The voluntary consensus process requires full cooperation by all parties. It depends upon data gathering and compromises among a diverse range of stakeholders. When due process is followed the resulting standards provide benefit to many rather than a few.

For more information on PMI Global Standards please refer to the Resource section of PMI.org.

11. What are the benefits of standards?

Standards help bring consistency to processes.

Standards provide common terminology and understanding from which to derive clear and concise communications.

Standards improve safety, help with development of technology, and prevent barriers for local, national and international trade.

Standards can increase ROI or give an organization a competitive edge in the marketplace.

In large organizations, standards help centralize processes, tools and techniques. With centralization, a constant cycle of improvement can be implemented, thus raising the maturity of the organization.

12. Where can I obtain more information on PMI Global Standards?

Additional information on PMI Global Standards can be found on PMI.org under the Resources tab.

13. How much will the each of the updates cost?

	LIST PRICE	MEMBER
<i>PMBOK® Guide—Fourth Edition</i>	\$65.95	\$49.50
<i>The Standard for Program Management—Second Edition</i>	\$60.95	\$48.75
<i>The Standard for Portfolio Management—Second Edition</i>	\$60.95	\$48.75
<i>OPM3®—Second Edition</i>	\$95.95	\$76.75

14. Why do the new editions cost more than the current editions?

It is PMI's policy to review its pricing strategy with the release of all new updates. The new prices are reflective of increases in:

- variable costs (paper, printing)
- inflation rates.

PMI intends to hold these prices throughout the products' lifecycles.