

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



*Making project management indispensable for business results.®*

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

Next

- 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

STANDARDS bring common practices and a universal language to the profession.

This leads to better project delivery, increased ROI and greater organizational competitiveness.

On 31 December 2008, PMI released updates to its four foundational standards. These four standards represent the four key disciplines in the project management profession.

Today we are going to take a closer look at the update process and one of these standards: *A Guide to the Project Management Body of Knowledge (PMBOK® Guide)*.

Next



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

Organizational Best Practices

*Making project management indispensable for business results.\** 3

For 25 years, PMI has developed and established standards to deliver excellence in project management.

On 31 December 2008, PMI released updates to its foundational standards:

*A Guide to the Project Management Body of Knowledge*

*The Standard for Program Management*

*The Standard for Portfolio Management*

*Organizational Project Management Maturity Model (OPM3)*

Although interrelated, each standard represents specific knowledge within the field.

Next

*PMBOK® Guide*—Fourth Edition focuses on the execution of a single project via processes. It then cross references processes to Process Groups and Knowledge Areas. This standard has contributed significantly to the advancement of the project management profession worldwide by championing a common lexicon and disseminating generally accepted project management knowledge and practice.

With more than two million copies in circulation, *PMBOK® Guide* is considered one of the most critical resources for project professionals worldwide.

Next

*The Standard for Program Management* was first introduced in 2006 to help program managers achieve organizational goals through greater understanding of the principles of program management.

The standard aims to provide a detailed understanding of program management

- 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

Releasing the standards simultaneously, allowed the project teams to bring these four foundational standards into alignment.

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.

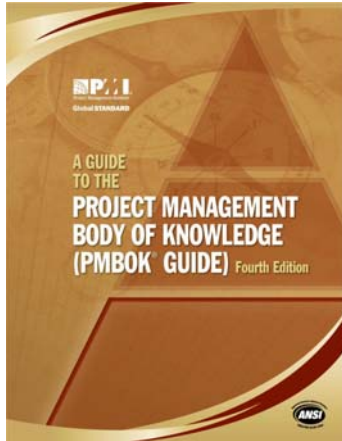
The goals for the harmonization process included assessing inconsistencies across standards and aligning language.

In order to bring the standards into alignment PMI developed a program involving PMI staff and the lead and deputy project managers for each of the four separate project teams.

## Slide 4

---

c1 I don't think we should introduce the 25th anniversary.  
chungerford; 8/12/2008



*PMBOK® Guide—Fourth Edition* represents generally recognized good practice in the profession of project management.

In 1983, PMI volunteers first gathered to distill the project management body of knowledge. Today, the *PMBOK® Guide* is the leading global standard for the profession. The *PMBOK® Guide* contains the fundamental practices that all project managers need to maintain their standards for project excellence.

The *PMBOK® Guide—Fourth Edition* reflects the evolving knowledge within the profession of project management. Like previous editions it represents generally recognized good practice for most projects most of the time in the profession.

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. In the following slides we will explore the major changes to the *PMBOK® Guide—Fourth Edition*.

Next

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

<b>PMBOK® Guide— Third Edition</b>	<b>PMBOK® Guide— Fourth Edition</b>
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

The fourth edition, in keeping with the consistency requirement, completed the change to verb noun format for all processes. Standard verbiage was incorporated throughout the document when describing recurring concepts to aid the reader’s understanding.

In addition, since process descriptions are located in four places throughout the document, these descriptions were rewritten in a more consistent manner.

These areas include:

Chapter 3

At the beginning of each knowledge area chapter

In the first sentence of the applicable process description

In the Glossary

Next

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.

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

This is another example of Editorial Consistency.

In the *PMBOK® Guide* —Third Edition Enterprise Environmental Factors and Organizational Process Assets were described in detail the first time they were listed in chapter four (*Note to presenter: specific reference 4.1.1.3 and 4.1.1.4.*) They are now listed as inputs in the Inputs, Tools & Techniques, & Output (ITTO) figures. When describing them in the text the specific Enterprise Environmental Factors and Organizational Process Assets are defined pertaining to the particular process.

Next

### 3. Change requests clarified

Change requests now include:

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

Another area requiring clarification involved change requests. The fourth edition introduces a standard approach for discussing requested changes, preventive actions, corrective actions and defect repairs.

Corrective action, preventive action, defect repair, and requested changes are now under the general term “change request.” This revision helps to streamline the inputs and outputs of many processes while still providing the visibility of the various types of change requests.

Next

#### 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

#### Change #4. Added, deleted and combined processes

There were two process deletions: Develop Preliminary Scope Statement and Plan Scope.

Develop Preliminary Scope Statement was deleted because this is just a form of progressive elaboration from the charter to the scope statement.

Plan Scope was deleted because the output of this is the scope management plan which is part of the project management plan, so there is no need for a separate process.

There were two process additions: Identify Stakeholders and Collect Requirements

Identify Stakeholders was previously mentioned in the scope statement. However, due to its importance it is now a process with multiple outputs.

The addition of Collect Requirements as a separate process represents an evolution in the profession. Collect Requirements was previously mentioned in the scope statement however project management has evolved such that most projects begin with some type of requirements. The process was added to reflect this.

In addition there were two combined processes.

Plan Purchases and Acquisitions and Plan Contract were combined to Plan Procurements.

Request Seller Responses and Select Sellers were combined to Conduct Procurements.

Next

## 5. Project Management Plan vs. Project Documents

- |   |  |
|---|--|
| <ul style="list-style-type: none"> <li>▪ Project management plan           <ul style="list-style-type: none"> <li>▪ Requirements management plan</li> <li>▪ Communications management plan</li> <li>▪ Risk management plan</li> <li>▪ Procurement management plan</li> <li>▪ Scope management plan</li> <li>▪ Schedule management plan</li> <li>▪ ETC.</li> </ul> </li> </ul> | <ul style="list-style-type: none"> <li>▪ Project documents           <ul style="list-style-type: none"> <li>▪ Assumption log</li> <li>▪ Change log</li> <li>▪ Risk register</li> <li>▪ Duration estimates</li> <li>▪ Resource requirements</li> <li>▪ Source selection criteria</li> <li>▪ ETC.</li> </ul> </li> </ul> |
|---|--|

Change #5: A distinction was made between the project management plan and project documents used to manage the project.

The project management plan and the project documents have been more clearly differentiated. This was done to highlight subsidiary plans and baselines as the main components of the project management plan. While project documents are used to assist the project manager in managing the project, they are not part of the project management plan.

On the slide is a representative list of project management plan components and project documents.

Next

## 6. Project Charter vs. Project Scope Statement

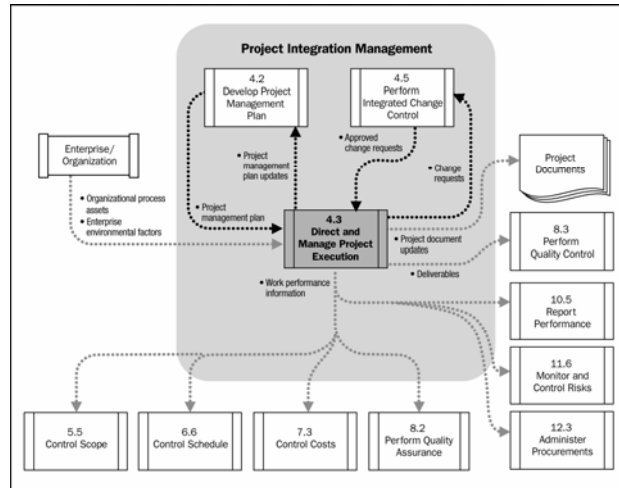
- |  |  |
|--|--|
| <ul style="list-style-type: none"> <li>▪ Scope Statement           <ul style="list-style-type: none"> <li>▪ Product scope description</li> <li>▪ Project deliverables</li> <li>▪ User acceptance criteria</li> <li>▪ Project boundaries</li> <li>▪ Project constraints</li> <li>▪ Project assumptions</li> </ul> </li> </ul> | <ul style="list-style-type: none"> <li>▪ Project Charter           <ul style="list-style-type: none"> <li>▪ Project purpose or justification</li> <li>▪ Measurable project objectives and related success criteria</li> <li>▪ High-level requirements</li> <li>▪ High-level project description</li> <li>▪ Summary milestone schedule</li> <li>▪ Summary budget</li> <li>▪ Project approval requirements</li> <li>▪ Project Manager, responsibility and authority level</li> <li>▪ Authorizing person</li> </ul> </li> </ul> |
|--|--|

A distinction was made between the project charter and the project scope statement.

The third edition contained a degree of redundancy regarding the components for the project charter and the scope statement. While maintaining some of the spirit of progressive elaboration that takes place between the project charter and the scope statement, we have attempted to distinguish the elements that occur in each document to reduce repetition. This slide shows the elements of each.

Next

7. Deletion of Process Flow Diagrams
8. Addition of Data Flow Diagrams



The Process Flow Diagrams at the front on each chapter that shows how inputs and outputs work in a process group are gone.

There is now a data flow diagram for **every** process that shows where inputs come from and where they go to.

In an effort to provide clarification regarding process interactions, data flow diagrams have been added to clarify the input source and the output destination for each process.

The data flow diagram is a summary level depiction of the process inputs and process outputs that flow down through all the processes within a specific Knowledge Area.

The slide shows an example of a process flow diagram.

Next

9. Triple constraint expanded to include quality, resources and risk

Common project constraints:

- Scope
- Quality
- Schedule
- Budget
- Resources
- Risk

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.

Next

10. New appendix on interpersonal skills.

Identified skills:

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

Project managers accomplish work through the project team and other stakeholders. Effective project managers acquire a balance of technical, interpersonal, and conceptual skills that help them analyze situations and interact appropriately. This appendix describes important interpersonal skills, listed on the slide.

This is not meant to be a comprehensive list of interpersonal skills that project managers use, but rather identify the skills whose appropriate use assists the project manager in effectively managing the project.

Next

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.

Now we are going to take a chapter by chapter look at the PMBOK® Guide, delving into a little more detail into the standard itself and how the updates affect this reference on a practical level.

**Chapter 1: Introduction** presents a basis and purpose for the standard. It defines what a project is and discusses project management and the relationship between project, program, and portfolio management. The role of the project manager is also discussed.

*Next*

- Aligned with other standards
- A bit more on project life cycles
- More detail on types of stakeholders
- New graphics

**Chapter 2: Project Life Cycle and Organization** provides an overview of the project life cycle and its relationship to the product life cycle. It describes the project phases and their relationship to each other and to the project, and includes an overview of organizational structure that can influence the project and the way the project is managed.

Chapter Two introduces the Generic Project Lifecycle, and attempts to differentiate that from the specific phased structure of a project. The Generic Project Lifecycle identifies elements common to all projects -- whereas the phased structure of a project depends very much on the type, complexity, and nature of the project involved. New material has also been added to more clearly define the role of various important stakeholders

Next

- 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

**Chapter 3: Project Management Processes for a Project** defines the five process groups: Initiating, Planning, Executing, Monitoring and Controlling, and Closing. This chapter maps the Project Management Knowledge Areas to the specific project management process groups.

Next

- Deleted Develop Preliminary Scope Statement
- Clarified Develop Project Management Plan

**Chapter 4: Project Integration Management** defines the processes and activities that integrate the various elements of project management.

Chapter 4's structure was not modified, however some clarification was made to section 4.6 Close Project or Phase. [Note to presenter: Appendix A can be consulted if additional clarification is needed]

*This chapter includes:*

*Develop Project Charter*

*Develop Project Management Plan*

*Direct and Manage Project Execution*

*Monitor and Control Project Work*

*Perform Integrated Change Control*

*Close Project or Phase*

Next

- Deleted Plan Scope
- Added Collect Requirements
- Outputs include:
  - Requirements management plan
  - Requirements documentation
  - Requirements traceability matrix

**Chapter 5: Project Scope Management** shows the processes involved in ensuring the project includes all the work required, and only the work required, for completing the project successfully.

The biggest achievement in Chapter 5 is the replacement of Scope Planning with Collect Requirements. This entire section is newly written by subject matter experts who have intimate knowledge of the requirements definition process.

*This chapter includes:*

*Collect Requirements*

*Define Scope*

*Create WBS*

*Verify Scope*

*Control Scope*

*Next*

- Deleted Activity on Arrow (AOA)
- Three point estimating includes PERT equation

**Chapter 6: Project Time Management** focuses on the processes that are used to help ensure the timely completion of the project.

The team worked to improve the clarity of the chapter through better organization, writing and editing.

Activity on Arrow (AOA) is rarely used. Therefore it is no longer considered to be used on “most projects, most of the time” and was not included in this chapter.

*This chapter includes:*

*Define Activities*

*Sequence Activities*

*Estimate Activity Resources*

*Estimate Activity Durations*

*Develop Schedule*

*Control Schedule*

Next

- 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

**Chapter 7: Project Cost Management** describes the processes involved in planning, estimating, budgeting, and controlling costs so that the project can be completed within the approved budget.

The Cost Management chapter was updated to more clearly explain the use of the earned value tool and technique, including equations. To aid in understanding, the “To-Complete Performance Index” calculation was added.

*This chapter includes:*

*Estimate Costs*

*Determine Budget*

*Control Costs*

Next

- Added more graphics
- More discussion on cost of quality
- Deleted quality baseline

**Chapter 8: Project Quality Management** describes the processes involved in planning for, monitoring, controlling and assuring the quality requirements of the project are achieved.

What's changed: Key tools such as control charts and statistical sampling were moved into Plan Quality to assure funding for them.

In addition, one sentence descriptions have been provided for clarity of the processes.

*This chapter includes:*

*Plan Quality*

*Perform Quality Assurance*

*Perform Quality Control*

Next

- 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

**Chapter 9: Project Human Resource Management** describes the processes involved in the planning, acquisition, development and management of the project team.

In the fourth edition, the project team emphasized the importance of people skills and how these skills can add to better teamwork, communication and leadership while paying attention to internal and external cultural issues. Appendix G Interpersonal Skills will give readers additional information on the topic of skill sets.

*This chapter includes:*

*Develop Human Resource Plan*

*Acquire Project Team*

*Develop Project Team*

*Manage Project Team*

Next

- Added Identify Stakeholders
- Outputs include:
  - Stakeholder register
  - Stakeholder management strategy
- Changed process to Manage Stakeholder Expectations
  - Moved from monitoring and controlling to executing.

**Chapter 10: Project Communications Management** identifies the processes involved in ensuring timely and appropriate generation, collection, dissemination, storage, and ultimate disposition of project information.

In Chapter 10, a new process, Identify Stakeholders, was added to the initiating process group. The addition of this process formalized the general practice of discovering and analyzing project stakeholders before engaging them in planning activities. The major outputs include a stakeholder register and a stakeholder management strategy.

Also, The Manage Stakeholders process from *PMBOK® Guide—Third Edition* was renamed Manage Stakeholder Expectations. This process focuses on communication activities performed to influence expectations, address concerns and resolve stakeholders' issues. As a result it was moved from monitoring and controlling to the executing process group.

Acknowledging the importance of communication activities for the project success, all processes within Chapter 10 have been revised and expanded to reflect current best practices in communication methods and approaches.

*This chapter includes:*

*Identify Stakeholders*

*Plan Communications*

*Distribute Information*

*Manage Stakeholder Expectations*

*Report Performance*

Next

- Minor editorial changes.

**Chapter 11: Project Risk Management** describes the processes involved with identifying, analyzing, and controlling risks for the project.

What's changed: Expect only clarifying changes. The changes are minor, and should reflect the latest modifications of practice in the field.

*This chapter includes:*

*Plan Risk Management*

*Identify Risks*

*Perform Qualitative Risk Analysis*

*Perform Quantitative Risk Analysis*

*Plan Risk Responses*

*Monitor and Control Risks*

Next

c2 Add note about the practice standard for Risk Management due 2009  
chungerford; 8/12/2008

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

**Chapter 12: Project Procurement Management** describes the processes involved with purchasing or acquiring products, services, or results for the project.

Chapter 12 has consolidated six processes into four processes. Sections 12.1 Plan Purchases and Acquisitions and 12.2 Plan Contracting were combined to create 12.1 Plan Procurements. Sections 12.3 Request Seller Responses and 12.4 Select Sellers were combined to create 12.2 Conduct Procurements.

In addition Teaming Agreements were introduced. Teaming agreements are legal contractual agreements between two or more entities to form a partnership or joint venture, or some other arrangement as defined by the parties.

A complete list of all changes to the *PMBOK® Guide* can be found in Appendix A of the Fourth Edition.

*This chapter includes:*

*Plan Procurements*

*Conduct Procurements*

*Administer Procurements*

*Close Procurements*

Next

- *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.

Now that we've reviewed the standard itself, let's look at how the updates affect other aspects of the profession including the PMP and other professional credentials.

When an update to a standard, such as the *PMBOK® Guide*, is released credential exams are updated to reflect changes in the professional reference.

It is estimated only a small percentage of examination items/questions require updates that address actual changes in the standard.

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.

Of course, the CAPM examination is an exception to this rule because it is based on the *PMBOK® Guide*. If you are planning to sit your CAPM in 2009 pay close attention to the following exam update schedule.

Next

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

Once the new editions of the standards were completed, PMI exam item writers began using the new edition as the most current professional reference. Because it takes time to work new questions into the exam, 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.

Next

<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>

This slide provides a reference on what edition to study based on when you plan to sit for the exam.

Please note this schedule also applies to retakes. Once the exam has been updated there will be no archival versions based on the previous editions of the standards. However, changes are expected to be minor so significant additional prep should not be necessary.

Next

- Arabic
- Chinese (Simplified)
- German
- French
- Italian
- Japanese
- Portuguese (Brazilian)
- Russian
- Spanish
- Korean

All translations are scheduled to be published Q2 2009

PMI publishes *PMBOK® Guide—Fourth Edition* in ten languages including:

Arabic

Chinese (Simplified)

German

French

Italian

Japanese

Portuguese (Brazilian)

Russian

Spanish

Korean

PMI is scheduled to release a PDF of Chapters 1-3 and the glossary of each language to members by 31 December 2008 on PMI.org. These pages have been set for the reader's edition only and do not reflect the type, design, or layout of the published edition. This version is not for sale or distribution.

Fully verified versions of the translations are expected to be available 31 March 2009. Members can access copies of the translations by logging into PMI.org. Print versions will be available for purchase mid-2009.

Next



**Making project management indispensable for business results.®**

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

[www.PMI.org/StandardsUpdate](http://www.PMI.org/StandardsUpdate)

I hope you have found this presentation on the *PMBOK® Guide—Fourth Edition* informative. If you would like more information about PMI's standard development program or the updates themselves please visit: [PMI.org/StandardsUpdate](http://PMI.org/StandardsUpdate).