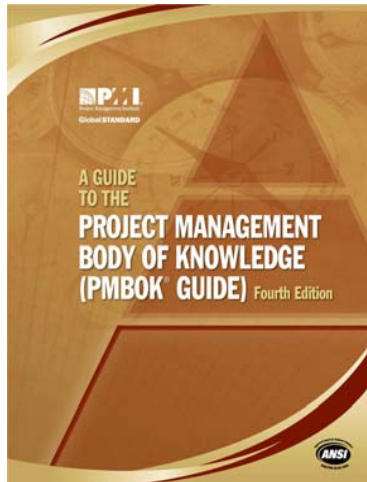


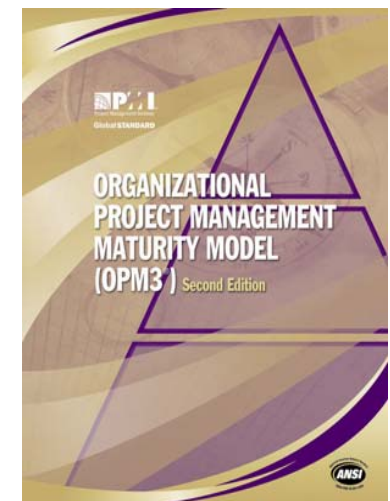
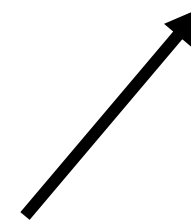
*Overview of  
A Guide to the Project Management Body of Knowledge  
(PMBOK® Guide)—Fourth Edition*



- 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

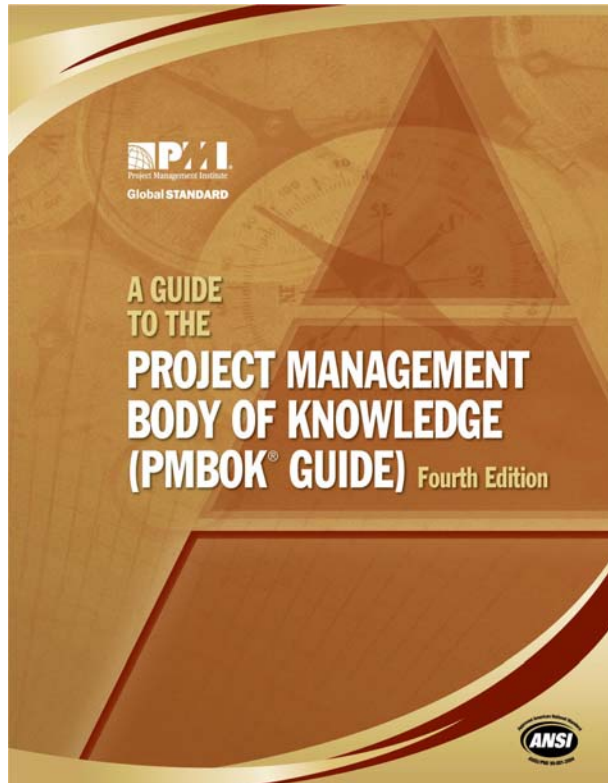


Good Practices in use today in Projects, Programs, or Portfolios



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

| <b><i>PMBOK® Guide—<br/>Third Edition</i></b> | <b><i>PMBOK® Guide—<br/>Fourth Edition</i></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                               |

## 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

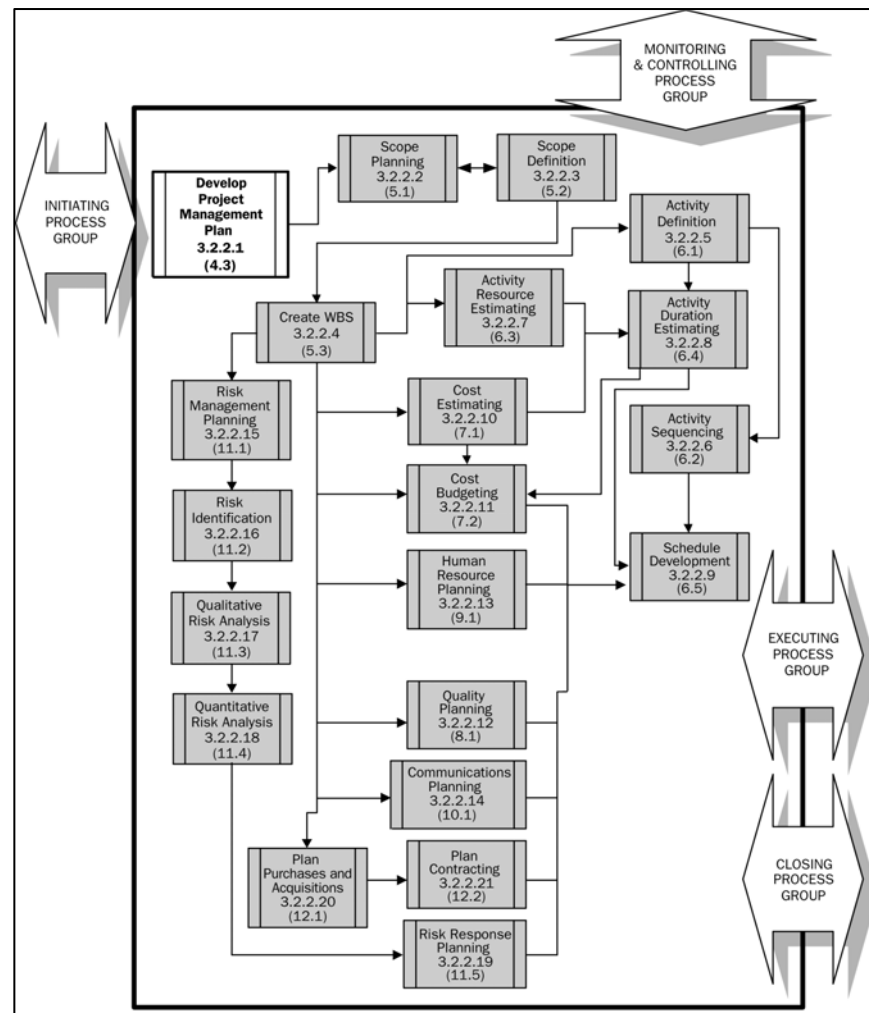
## 5. Project Management Plan vs. Project Documents

- 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.

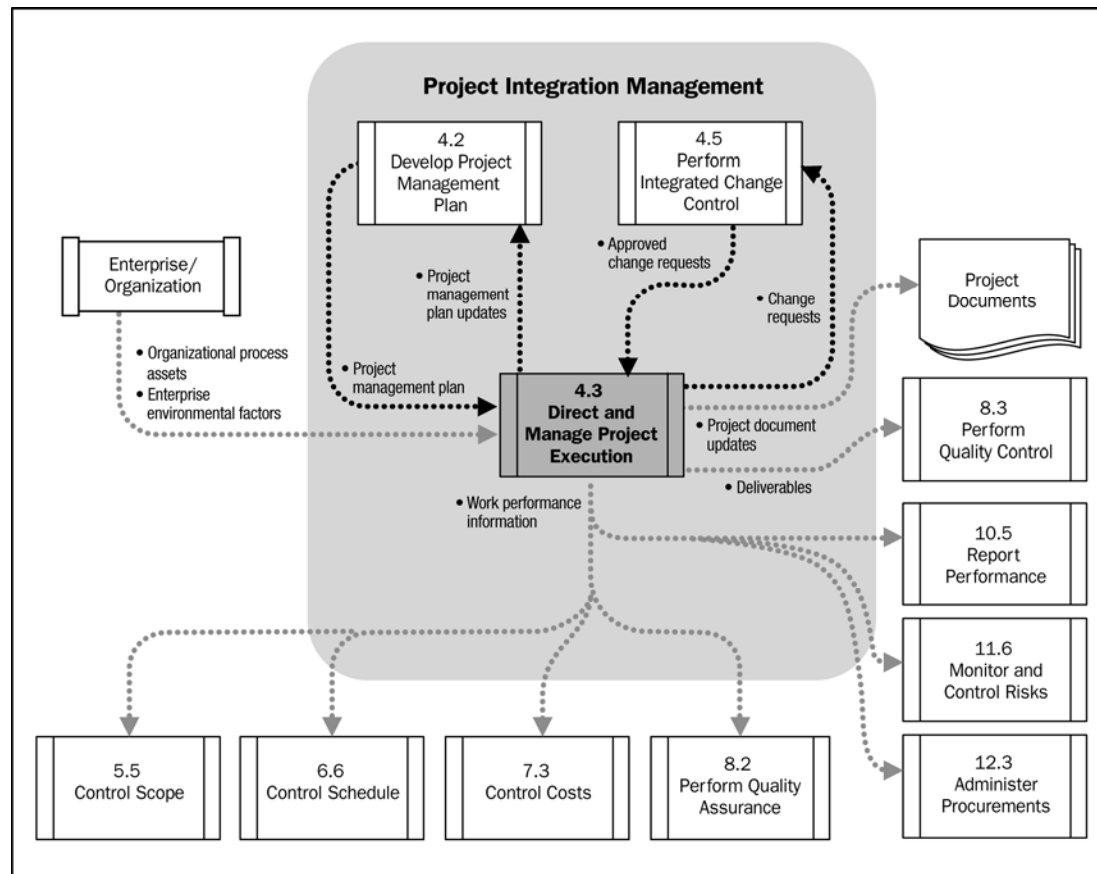
## 6. Project Charter vs. Project Scope Statement

- 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

- **Project Concept**
- **Role of Project Manager**
- **Project, Program and Portfolio Management**
- **Role of PM in relation to Operations**
- **Skills and techniques**

- 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.

**Slide 26**

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**c2**

Add note about the practice standard for Risk Management due 2009

chungerford, 12/8/2008

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

- *PMBOK*<sup>®</sup> *Guide* serves as a professional reference for all of PMI credentials
- The *PMBOK*<sup>®</sup> *Guide*—Fourth Edition will replace *PMBOK*<sup>®</sup> *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 <sup>SM</sup>  | 31 August 2009      |
| PMI-RMP <sup>SM</sup> | 31 August 2009      |
| PgMP®                 | 31 August 2009      |

| <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> |

Thank you.



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