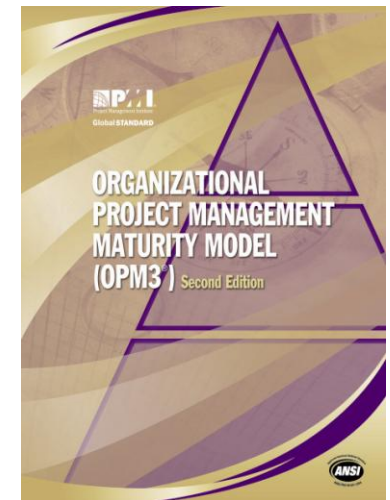
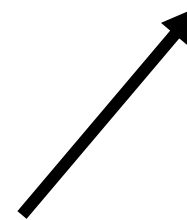
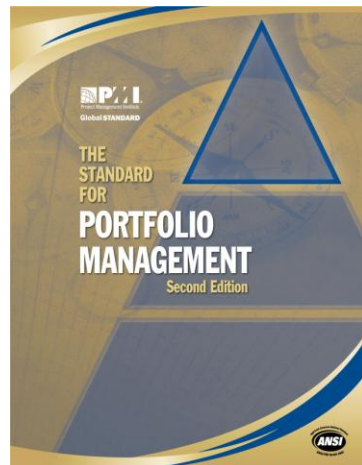
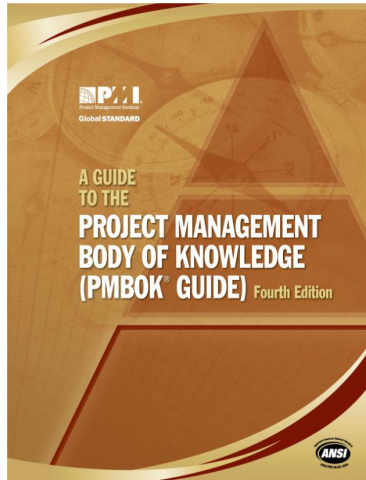


*Overview of
A Guide to the Project Management Body of Knowledge
(PMBOK® Guide)—Fourth Edition*



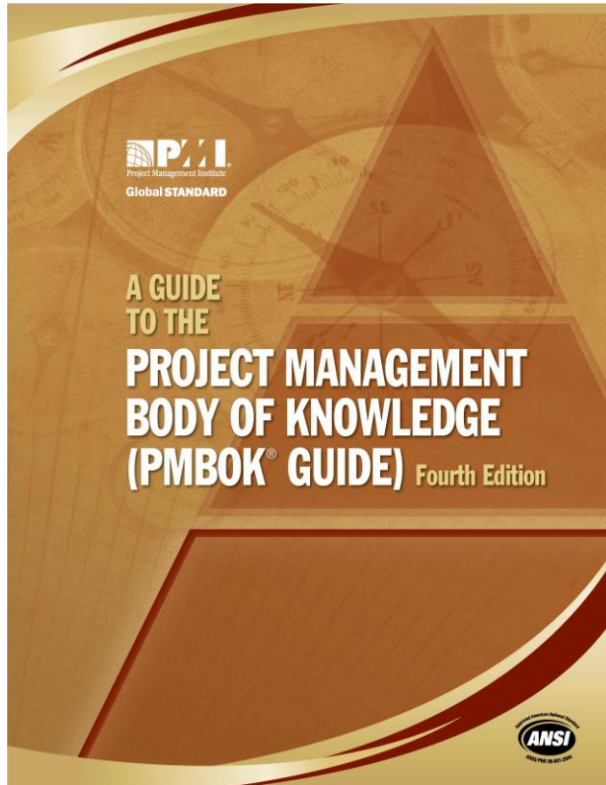
- PMI Foundational Standards
- Harmonization of PMI's Foundational Standards
- Top 10 changes from the Third Edition to the Fourth Edition of the *PMBOK® Guide*
- Chapter by Chapter Overview
- Impact on Credentialing
- PMI published translations



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

<i>PMBOK® Guide— Third Edition</i>	<i>PMBOK® Guide— Fourth Edition</i>
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.

Enterprise Environmental Factors Organizational Process Assets

- Consistent verbiage for key inputs and outputs

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

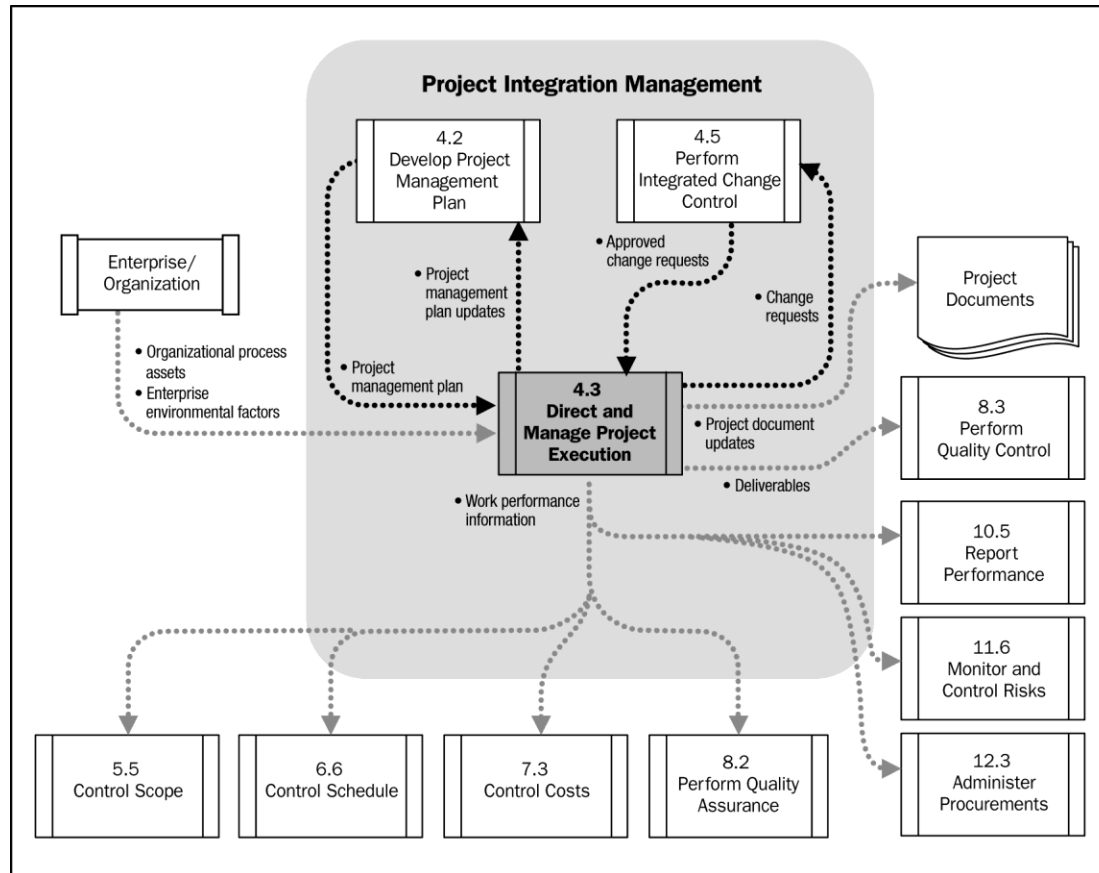
5. Project Management Plan vs. Project Documents

- 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:

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 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 six 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

Exam	Planned Date to sit for Examination	Study recommendation*
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>

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

All translations are scheduled to be published Q2 2009

Thank you.



Making project management indispensable for business results.®

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

www.PMI.org/StandardsUpdate