

PMBOK® 4th Edition

[Summary of Changes to the PMBOK® 3rd Edition]

This document describes the “preliminary” updates, as of August 23, 2008 made to *A Guide to the Project Management Body of Knowledge (PMBOK® Guide)* – Third Edition to create the *PMBOK® Guide* – Fourth Edition.

CONSISTENCY AND CLARIFICATION

The approved scope statement for the *PMBOK® Guide* – Fourth Edition explicitly states that the team should undertake “Any necessary work to make the standard more accurate, up to date, relevant, clear, concise, and easy to understand and implement. This may include the re-organization of content, additional content, refinement of content, or deletion of content.”

With that directive in mind, the update team adopted an approach aimed at achieving a greater degree of consistency and clarity by refining the processes, standardizing inputs and outputs where possible, and implementing a global approach for documenting the inputs and outputs.

Consistency

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:

- In Chapter 3
- At the beginning of each knowledge area chapter
- In the first sentence of the applicable process description
- In the Glossary

Clarification

In an effort to provide clarification regarding process interactions, data flow diagrams have been added in order to clarify the input source and the output destination for each process. 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. The following is a representative list of project management plan components and project documents:

Project Management Plan	Project Documents	
Change Management management Plan	Activity aAttributes	Quality metrics Quality checklists
Communications management planManagement Plan	Activity cCost eEstimates	Responsibility assignment matrix Quality Metrics

Configuration management plan Management Plan	Activity L list	Requirements traceability matrix RAM
Cost management plan Management Plan	Assumption L log	Resource breakdown structure Requirements Traceability Matrix
Cost p Performance b Baseline	Basis of e Estimates	Resource calendars Resource Breakdown Structure
Human r Resources p Plan	Change L log	Resource requirements Resource Calendars
Process improvement plan Improvement Plan	Charter	Risk register Resource Requirements
Procurement management plan Management Plan	Contracts	Roles and responsibilities Risk Register
Quality management plan Quality Baseline	Duration E stimates estimates	Sellers list Roles—and Responsibilities
Requirements management plan Quality Management Plan	Forecasts	Source selection criteria Sellers list
Risk management plan Requirements Management Plan	Issue L og log	Stakeholder analysis Source—Selection Criteria
Schedule baseline Management Plan	Milestone list	Stakeholder management strategy Stakeholder Analysis
Schedule management plan Schedule Baseline	Performance R eports reports	Stakeholder register Stakeholder Management Strategy
Scope baseline . Scope statement . WBS . WBS dictionary Schedule Management Plan	Project funding requirements	Stakeholder requirements Stakeholder Register
	Proposals	Statement of work
	Procurement documents	Teaming agreements
Scope management plan Scope Baseline — Scope Statement — WBS — WBS Dictionary Scope Management Plan	Project organizational structure	Team performance assessments
	Quality control measurements Proposals	Work performance information Stakeholder Requirements
Scope Management Plan	Quality checklists Procurement—Document Package	Work performance measurements Statement of Work
Staffing Management Plan	Project Org Structure	Teaming agreements
	Procurement Documents	Team—Performance Assessments
	QC measurements	Work Performance data

		Work — Performance Measurements
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Another area requiring clarification involved change requests. Corrective action, preventive action, defect repair and requested changes are now under the general term "change request". This revision helped to streamline the inputs and outputs of many processes while still providing the visibility of the various types of change requests.

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. The following table lists the elements of each:

Charter	Scope Statement
Project purpose or justification	Product scope description (progressively elaborated)
Measurable project objectives and related success criteria	Project deliverables
High-level requirements	Product user acceptance criteria
High-level project description, product characteristics	Project boundaries
Summary milestone schedule	Project constraints
Summary budget	Project assumptions
Project approval requirements (what constitutes success, who decides it, who signs off)	
Assigned Project Manager, responsibility and authority level	
Name and responsibility of the person(s) authorizing project charter	

Process Changes

- 4.2 Develop Preliminary Scope Statement — Deleted
- 4.7 Close Project — Changed to 4.6 Close Project or Phase
- 5.1 Plan Scope — Deleted
- 5.1 Collect Requirements - Added
- Chapter 9 Manage Project Team — Changed from a controlling process to an executing process.
- 10.1 Identify Stakeholders — Added
- 10.4 Manage Stakeholders — Changed to Manage Stakeholder Expectations. Changed from a controlling process to an executing process.
- 12.1 Plan Purchases and Acquisitions and 12.2 Plan Contracting — Changed to 12.1 Plan Procurements.
- 12.3 Request Seller Responses and 12.4 Select Sellers — Changed to 12.2 Conduct Procurements.

Chapter 4 - Project Integration Management Changes

Since the project charter contains many of the preliminary goals for the project, and since these goals are elaborated in the Scope Statement, the information relative to Develop Preliminary Project Scope Statement (4.2) was eliminated.

The following table summarizes the Chapter 4 processes:

Third Edition Sections	Fourth Edition Sections
4.1 Develop Project Charter	4.1 Develop Project Charter
4.2 Develop Preliminary Project Scope Statement	
4.3 Develop Project Management Plan	4.2 Develop Project Management Plan
4.4 Direct and Manage Project Execution	4.3 Direct and Manage Project Execution
4.5 Monitor and Control Project Work	4.4 Monitor and Control Project Work
4.6 Integrated Change Control	4.5 Perform Integrated Change Control
4.7 Close Project	4.6 Close Project or Phase

Table 2 – Chapter 4 Changes

Chapter 5 - Project Scope Management Changes

In section 5.1, Scope Planning has been replaced with Collect Requirements. The Stakeholder Register is used to identify those with interest in the project and involves applying techniques to create the Stakeholder Requirements Document.

The following table summarizes the Chapter 5 processes:

Third Edition Sections	Fourth Edition Sections
5.1 Scope Planning	5.1 Collect Requirements
5.2 Scope Definition	5.2 Define Scope
5.3 Create WBS	5.3 Create WBS
5.4 Scope Verification	5.4 Verify Scope
5.5 Scope Control	5.5 Control Scope

Table 3 – Chapter 5 Changes

Chapter 6 - Project Time Management Changes

Chapter 6 reflects changes coming from within the industry and detailed in the Practice Standard for Scheduling.

With the use of computer supported scheduling, the Arrow Diagramming Method (ADM) and its 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.

The following table summarizes the Chapter 6 processes:

Third Edition Sections	Fourth Edition Sections
6.1 Activity Definition	6.1 Define Activities
6.2 Activity Sequencing	6.2 Sequence Activities
6.3 Activity Resource Estimating	6.3 Estimate Activity Resources
6.4 Activity Duration Estimating	6.4 Estimate Activity Duration
6.5 Schedule Development	6.5 Develop Schedule
6.6 Schedule Control	6.6 Control Schedule

Table 4 – Chapter 6 Changes

Chapter 7 - Project Cost Management Changes

The Cost Management chapter was updated to more clearly explain the use of the Earned Value tool and the technique's use, including formulas. The "To Complete Performance Index" calculation was added.

The following table summarizes the Chapter 7 processes:

Third Edition Sections	Fourth Edition Sections
7.1 Cost Estimating	7.1 Estimate Costs
7.2 Cost Budgeting	7.2 Determine Budget
7.3 Cost Control	7.3 Control Costs

Table 5 – Chapter 7 Changes

Chapter 8 - Project Quality Management Changes

The following table summarizes the Chapter 8 processes:

Third Edition Sections	Fourth Edition Sections
8.1 Quality Planning	8.1 Plan Quality
8.2 Perform Quality Assurance	8.2 Perform Quality Assurance
8.3 Perform Quality Control	8.3 Perform Quality Control

Table 6 – Chapter 8 Changes

Chapter 9 - Project Human Resource Management Changes

The Manage Project Team process was moved into the Executing Process Group as the activities are now more proactive to ensure project performance is optimized. Both Develop Project Team and Manage Project Team have been expanded to recognize and discuss the people skills needed within a successful project team

The following table summarizes the Chapter 9 processes:

Third Edition Sections	Fourth Edition Sections
9.1 Human Resource Planning	9.1 Develop Human Resource Plan
9.2 Acquire Project Team	9.2 Acquire Project Team
9.3 Develop Project Team	9.3 Develop Project Team
9.4 Manage Project Team	9.4 Manage Project Team

Table 7 – Chapter 9 Changes

Chapter 10 - Project Communications Management Changes

Chapter 10 has expanded the recognition and importance of stakeholders within projects. As most project teams cannot necessarily manage their stakeholders but can expect to influence them and their decisions, it was felt that Managing Stakeholder Expectations would better reflect the actual process. This also led to the change from a controlling process to an executing one as the activities are now more about doing than recording/reporting.

The following table summarizes the Chapter 10 processes:

Third Edition Sections	Fourth Edition Sections
10.1 Communications Planning	10.1 Identify Stakeholders
10.2 Information Distribution	10.2 Plan Communications
10.3 Performance Reporting	10.3 Distribute Information
10.4 Manage Stakeholders	10.4 Manage Stakeholder Expectations
	10.5 Report Performance

Table 8 – Chapter 10 Changes

Chapter 11 - Project Risk Management Changes

The following table summarizes the Chapter 11 processes:

Third Edition Sections	Fourth Edition Sections
11.1 Risk Management Planning	11.1 Plan Risk Management
11.2 Risk Identification	11.2 Identify Risks
11.3 Qualitative Risk Analysis	11.3 Perform Qualitative Risk Analysis
11.4 Quantitative Risk Analysis	11.4 Perform Quantitative Risk Analysis
11.5 Risk Response Planning	11.5 Plan Risk Responses
11.6 Risk Monitoring and Control	11.6 Manage and Control Risks

Table 9 – Chapter 11 Changes

Chapter 12 - Project Procurement Management Changes

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.

Teaming Agreements were introduced.

The following table summarizes the Chapter 12 processes:

Third Edition Sections	Fourth Edition Sections
12.1 Plan Purchases and Acquisitions	12.1 Plan Procurements
12.2 Plan Contracting	12.2 Conduct Procurements
12.3 Request Seller Responses	12.3 Adminster Procurements
12.4 Select Sellers	12.4 Close Procurements
12.5 Contract Administration	
12.6 Contract Closure	

Table 10 – Chapter 12 Changes

Appendices

A new appendix on project management people skills has been added.

Glossary

The glossary has been expanded and updated to:

- Include those terms within the *PMBOK® Guide* that need to be defined to support an understanding of the document's contents
- Clarify meaning and improve the quality and accuracy of any translations
- Eliminate terms not used within the *PMBOK® Guide – Fourth Edition*
- Integrate with the Lexicon