

# PMBOK® GUIDE - 4TH EDITION CHANGES

[http://www.tutorialspoint.com/pmp-exams/pmbok\\_4th\\_edition\\_changes.htm](http://www.tutorialspoint.com/pmp-exams/pmbok_4th_edition_changes.htm)

Copyright © tutorialspoint.com

PMI has refined PMBOK further, and introduces various minor and major changes. This chapter gives a description of most of the changes done.

## Process Names:

All process names are now in a verb-noun format as follows:

| PMBOK 3rd Edition            | PMBOK 4th Edition           |
|------------------------------|-----------------------------|
| 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            |

You should not bother too much about this changes.

## Change requests clarified:

Change requests now include following:

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

## PMBOK Processes:

PMBOK 4th edition decreased number of processes from 44 to 42. Following two processes have been deleted from the PMBOK:

- Develop Preliminary Scope Statement.
- Plan Scope.

Following two processes have been added:

- Identify Stakeholders
- Collect Requirements

Following processes have been merged into a single process:

- Plan Purchases and Acquisitions and Plan Contract to Plan Procurements
- Request Seller Responses and Select Sellers to Conduct Procurements

## Project Mgmt Plan vs. Project Documents:

PMBOK 4 gives clear distinction between Project Management Plan and Project Documents. Here is

the list of major factors:

| <b>Project Management Plan</b>  | <b>Project Documents</b>  |
|---|---|
| <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> | <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> |

### **Project Charter vs. Project Scope Statement:**

PMBOK 4 gives clear distinction between Project Charter and Project Scope Statement. Here is the list of major factors:

| <b>Project Charter</b>   | <b>Project Scope Statement</b>   |
|--|--|
| <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> | <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> |

### **Process Diagrams:**

PMBOK 4 deleted Process Flow Diagrams and introduced a new Data Flow Diagrams.

### **Triple Constraints:**

Triple constraint expanded to include quality, resources and risk. So now common project constraints are:

- Scope
- Quality

- Schedule
- Budget
- Resources
- Risk

### **Interpersonal Skills:**

New appendix has been added which explains following interpersonal skills for a project manager:

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

### **Miscellaneous Changes:**

There are following important considerable changes have been done in the latest version of PMBOK 4th edition.

- Aligned with other standards
- A bit more on project life cycles
- More detail on types of stakeholders
- Clarified Develop Project Management Plan
- Deleted Activity on Arrow AOA
- Three point estimating includes PERT equation
- Added to-complete performance index *TCPI* to Control Cost
- More discussion on cost of quality
- Deleted quality baseline
- Added information on interpersonal skills
- Moved Manage Project Team from monitoring and controlling to executing.
- Moved Manage Stakeholder Expectations from monitoring and controlling to executing.
- Discussed teaming agreements