Topics for Discussion

- PMI Foundational Standards
- Top 10 changes from the Third Edition to the Fourth Edition of the PMBOK® Guide
- Chapter by Chapter Overview
- Comments
Harmonization of PMI Standards

Simultaneous roll-out of the following:

- The Standard for Program Management—Second Edition
- The Standard for Portfolio Management—Second Edition
- OPM3®—Second Edition

PMBOK® Guide—Fourth Edition

PMBOK® Guide—Fourth Edition represents generally recognized good practice in the profession of project management.
PMBOK® Guide—Fourth Edition: Top Ten Changes

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

<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Activity Definition</td>
<td>Define Activities</td>
</tr>
<tr>
<td>Activity Sequencing</td>
<td>Sequence Activities</td>
</tr>
<tr>
<td>Activity Resource Estimating</td>
<td>Estimate Activity Resources</td>
</tr>
<tr>
<td>Activity Duration Estimating</td>
<td>Estimate Activity Durations</td>
</tr>
<tr>
<td>Schedule Development</td>
<td>Develop Schedule</td>
</tr>
<tr>
<td>Schedule Control</td>
<td>Control Schedule</td>
</tr>
</tbody>
</table>

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.
Enterprise Environmental Factors (EEF)

- Organization culture and structure
- Government or industry standards and regulations
- Existing infrastructure
- Existing human resources
- Personnel administration
- Company work authorization systems
- Marketplace conditions
- Stakeholder risk tolerances
- Political climate
- Databases
  - Historical cost estimation data
  - Risk database
  - Industry data
- Project Management Information Systems (PMIS)
  - An automated tool suite, groupware, a configuration management system or web based online automated systems

Organizational Process Assets (OPA)

- Processes and Procedures
  - Standards, policies, quality policies and procedures
  - Proposal evaluation criteria, performance measurement criteria
  - Templates
  - Communication requirements
  - Project closure guidelines
  - Financial control procedures
  - Issue and defect management
  - Change control procedures
  - Risk control procedures
- Corporate Knowledge Base
  - Process measurement database
  - Project files
  - Historical information and lessons learned knowledge base
  - Issue and defect management databases
  - Configuration management knowledge bases
  - Financial databases
PMBOK® Guide—Fourth Edition: Top Ten Changes

3. Change requests clarified

Change requests now include:
- Change requests
- Corrective action
- Preventive action
- Defect repair

The Old “Direct and Manage Project Execution” Process (Third Edition)

4.4 Direct and Manage Project Execution

Directing the various technical and organizational interfaces that exist in the project to execute the work defined in the project management plan

<table>
<thead>
<tr>
<th>Inputs</th>
<th>Tools &amp; Techniques</th>
<th>Outputs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project management plan</td>
<td>Project management methodology</td>
<td>Deliverables</td>
</tr>
<tr>
<td>Approved Corrective actions</td>
<td>Project management information system (PMIS)</td>
<td>Requested changes</td>
</tr>
<tr>
<td>Approved Preventive actions</td>
<td></td>
<td>Implemented change requests</td>
</tr>
<tr>
<td>Approved change requests</td>
<td></td>
<td>Implemented</td>
</tr>
<tr>
<td>Approved defect repair</td>
<td></td>
<td>Corrective actions</td>
</tr>
<tr>
<td>Validated defect repair</td>
<td></td>
<td>Preventive actions</td>
</tr>
<tr>
<td>Administrative closure procedure</td>
<td></td>
<td>Implemented defect repair</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Work performance information</td>
</tr>
</tbody>
</table>
The New “Direct and Manage Project Execution” Process (Fourth Edition)

4.3 Direct and Manage Project Execution

Performing the work defined in the project management plan to achieve the project’s objectives.

<table>
<thead>
<tr>
<th>Inputs</th>
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<th>Outputs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project management plan</td>
<td>Expert judgment</td>
<td>Deliverables</td>
</tr>
<tr>
<td>Approved change requests</td>
<td>Project management information system</td>
<td>Work performance information</td>
</tr>
<tr>
<td>Enterprise environmental factors</td>
<td></td>
<td>Change requests</td>
</tr>
<tr>
<td>Organizational process assets</td>
<td></td>
<td>Project management plan updates</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Project document updates</td>
</tr>
</tbody>
</table>

PMBOK® Guide—Fourth Edition: Top Ten Changes

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
## Process Groups

<table>
<thead>
<tr>
<th>Knowledge Areas</th>
<th>Initiating</th>
<th>Planning</th>
<th>Executing</th>
<th>Monitoring &amp; Controlling</th>
<th>Closing</th>
</tr>
</thead>
<tbody>
<tr>
<td>4. Project Integration Management</td>
<td>4.1 Develop Project Charter</td>
<td>4.2 Develop Project Management Plan</td>
<td>4.3 Direct and Manage Project Execution</td>
<td>4.4 Monitor and control Project Work</td>
<td>4.6 Close Project or Phase</td>
</tr>
<tr>
<td>5. Project Scope Management</td>
<td>5.1 Collect Requirements</td>
<td>5.2 Define Scope</td>
<td>5.3 Create WBS</td>
<td>5.4 Verify Scope</td>
<td>5.5 Control Scope</td>
</tr>
<tr>
<td>6. Project Time Management</td>
<td>6.1 Define Activities</td>
<td>6.2 Sequence Activities</td>
<td>6.3 Estimate Activity Resources</td>
<td>6.4 Estimate Activity Durations</td>
<td>6.5 Develop Schedule</td>
</tr>
<tr>
<td>7. Project Cost Management</td>
<td>7.1 Estimate Costs</td>
<td>7.2 Determine Budget</td>
<td></td>
<td>7.3 Control Costs</td>
<td></td>
</tr>
<tr>
<td>8. Project Quality Management</td>
<td>8.1 Plan Quality</td>
<td></td>
<td>8.2 Perform Quality Assurance</td>
<td></td>
<td>8.3 Perform Quality Control</td>
</tr>
<tr>
<td>10. Project Communications Management</td>
<td>10.1 Identify Stakeholders</td>
<td>10.2 Plan Communications</td>
<td></td>
<td>10.3 Distribute Information</td>
<td>10.5 Report Performance</td>
</tr>
<tr>
<td>12. Project Procurement Management</td>
<td>12.1 Plan Procurements</td>
<td>12.2 Conduct Procurements</td>
<td></td>
<td>12.3 Administer Procurements</td>
<td>12.4 Close Procurements</td>
</tr>
</tbody>
</table>

## PMBOK® Guide—Fourth Edition: Top Ten Changes

### 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

<table>
<thead>
<tr>
<th><strong>Scope Statement</strong></th>
<th><strong>Project Charter</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>- Product scope description</td>
<td>- Project purpose or justification</td>
</tr>
<tr>
<td>- Project deliverables</td>
<td>- Measurable project objectives and related success criteria</td>
</tr>
<tr>
<td>- User acceptance criteria</td>
<td>- High-level requirements</td>
</tr>
<tr>
<td>- Project boundaries</td>
<td>- High-level project description</td>
</tr>
<tr>
<td>- Project constraints</td>
<td>- Summary milestone schedule</td>
</tr>
<tr>
<td>- Project assumptions</td>
<td>- Summary budget</td>
</tr>
</tbody>
</table>

**Project Charter**

Addresses business needs, justifications, key risks, strategy, and other aspects of the project, including, scope, resources, cost, and schedule at a high level.

Concerned mainly about “why”, and also “how”, “when”, “who”, and “how much”.

Issued by project initiator or sponsor, typically external to the project organization.

Top executives are key audience.

**Project Scope Statement**

Reiterates some elements of the project charter, with particular focus on project scope boundary, and the product of the project.

Explains mainly “what” the project must deliver and do.

Developed from information provided by the initiator or sponsor, and by the PM team.

Middle layer managers are key audience.
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
Interpersonal Skills (1 of 2)

- **Effective communication.** Interacting with others, socializing and networking; Being aware of the communication styles of other parties, personalities and cultural issues.

- **Leadership.** Management is concerned with consistently producing results that stakeholders expect. Leadership involves establishing common goal, direction and vision, aligning, motivating, and inspiring people.

- **Motivation.** Energizing people and build up good teamwork environment; Meeting project objectives while offering maximum self-satisfaction related to what people value most.

- **Team Building.** Building a group of individuals, bound by a common sense of purpose, to work interdependently with each other.

Interpersonal Skills (2 of 2)

- **Influencing.** Being persuasive and getting other to cooperate towards common goals.

- **Decision Making.** Able to use different problem solving techniques and decision making styles (such as command, consultation, consensus and random) under different constraints to come up with the most effective decision.

- **Negotiation and conflict management.** Resolving conflicts in scope, cost, schedule, changes, contract T&C, resources.

- **Political and cultural awareness.** Understanding the formal and informal structures of organizations and knowledge of power and politics, and get things done; Sensitive to cultural differences.
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.
Chapter 2: Project Lifecycles and Organization

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

Concepts of Phases

- Phases based on geographical regions
  - E.g. Implementation of a global telecommunication network
    - Phase 1 North America (Feb-Apr)
    - Phase 2 EMEA (Jul-Oct)
    - Phase 3 Asia Pacific (Oct-Dec)
- Phases based on nature of work
  - E.g. Cleaning up a hazardous waste site
    - Phase 1 Facility decommissioning
    - Phase 2 Waste removal/cleanup
    - Phase 3 Landscaping
Phase-to-Phase Relationship

Sequential

Phase 1
Facility decommissioning

Phase 2
Waste removal

Phase 3
Landscaping

Overlapping

Product Implementation Phase

Marketing Phase

Iterative

Agile methodology or R&D project

Chapter 3: Project Management Processes for a Project

- 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 4: Project Integration Management

- Deleted **Develop Preliminary Scope Statement**
- Removed **Project Selection Method** under **Develop Project Charter**
- Clarified **Develop Project Management Plan**
- Strengthened the importance of **Expert Judgment** in all integration processes
4.2 Develop Preliminary Project Scope Statement

Producing a preliminary high-level definition of the project using the Project Charter with other inputs to the initiating processes.

<table>
<thead>
<tr>
<th>Inputs</th>
<th>Tools &amp; Techniques</th>
<th>Outputs</th>
</tr>
</thead>
</table>
| • Project charter  
• Project statement of work  
• Enterprise environmental factors (EEF)  
• Organizational process assets (OPA) | • Project management methodology  
• Project management information system (PMIS)  
• Expert judgment | • Preliminary project scope statement |

Project Selection Methods

- Project Selection methods such as
  - Benefit measurement methods (comparative approaches, scoring models, benefit contribution, economic models, e.g. ROI, IRR);
  - Mathematical models, e.g. linear, nonlinear, dynamic, integer, or multi-objective programming algorithms;

...are completely removed.
Project Management Plan

Subsidiary plans
- Scope management plan
- Requirements management plan
- Schedule management plan
- Cost management plan
- Quality management plan
- Process improvement plan
- Human resource plan
- Communication management plan
- Risk management plan
- Procurement management plan

Baselines
- Schedule baseline
- Cost baseline
- Scope baseline
- Quality baseline

Other Important Topics
- Level and results of process tailoring
- Change management plan
- Configuration management plan
- Key management reviews

Project Integration Management

Figure 4.1. Project Integration Management Overview

Chapter 5: Project Scope Management

- Deleted *Plan Scope*

- Added *Collect Requirements*

- Outputs include:
  - Requirements management plan
  - Requirements documentation
  - Requirements traceability matrix

Old “Scope Planning” Process (Third Edition)

<table>
<thead>
<tr>
<th><strong>5.1 Scope Planning</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Creating a project scope management plan that documents how the project scope will be defined, verified and controlled, and how the WBS will be created and defined</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Inputs</strong></th>
<th><strong>Tools &amp; Techniques</strong></th>
<th><strong>Outputs</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>EEF</td>
<td>Expert judgment</td>
<td>Project scope management plan</td>
</tr>
<tr>
<td>OPA</td>
<td>Templates, forms, standards</td>
<td></td>
</tr>
<tr>
<td>Project charter</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Preliminary project scope statement</td>
<td></td>
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<tr>
<td>Project management plan</td>
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</tr>
</tbody>
</table>
New “Collect Requirements” Process (Fourth Edition)

### 5.1 Collect Requirements

Defining and documenting stakeholders’ needs to meet the project objectives.

<table>
<thead>
<tr>
<th>Inputs</th>
<th>Tools &amp; Techniques</th>
<th>Outputs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project charter</td>
<td>Interviews</td>
<td>Requirements documentation</td>
</tr>
<tr>
<td>Stakeholder</td>
<td>Focus groups</td>
<td>Requirements management plan</td>
</tr>
<tr>
<td>register</td>
<td>Facilitated workshops</td>
<td>Requirements traceability matrix</td>
</tr>
</tbody>
</table>

- Interviews
- Focus groups
- Facilitated workshops
- Group creativity techniques
- Group decision making techniques
- Questionnaires and surveys
- Observations
- Prototypes

**Additional Tools & Techniques**

- Project charter
- Stakeholder register
- Requirements documentation
- Requirements management plan
- Requirements traceability matrix

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### Project Scope Management

8.1 Collect Requirements

- Inputs: Project charter
- Requirements documentation
- Requirements traceability matrix

8.2 Define Scope

- Outputs: Project scope statement
- Project document updates

8.3 Verify Scope

- Inputs: Project management plan
- Work performance information

8.4 Control Scope

- Outputs: Project management plan updates
- Project document updates

Inputs:

- Project scope statement
- Requirements documentation
- Requirements traceability matrix
- Organizational process assets

Outputs:

- Work performance information
- Change requests
- Project management plan updates
- Project document updates

---

*Figure 8-5, Project Scope Management: Inputs, Tools & Techniques, and Outputs* 
Chapter 6: Project Time Management

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

Arrow Diagramming Method (ADM)

- **Activity on Arrow (AOA)** – Uses *arrows* to represent activities and *connecting nodes* to show dependencies
- ADM uses *finish-to-start* dependencies only and uses *dummy activities* to show logical relationships
**Project Time Management**

**PERT Equation**

- **Probability of Occurrence**
  - **Most Likely** (used in CPM)
  - **Optimistic**
  - **Beta Distribution**
  - **Pessimistic**

**Possible Durations**

- **PERT Weighted Average**
  \[
  \text{PERT Weighted Average} = \frac{\text{T}_O + 4 \times \text{T}_M + \text{T}_P}{6}
  \]

- **PERT Standard Deviation**
  \[
  \text{PERT Standard Deviation} = \frac{\text{T}_P - \text{T}_O}{6}
  \]

**Project Time Management Overview**

- **6.1 Define Activities**
- **6.2 Define Activity Dependencies**
- **6.3 Define Activity Resources**
- **6.4 Estimate Activity Duration**
- **6.5 Evaluate Activity Resources**
- **6.6 Develop Schedule**
- **6.7 Control Schedule**
- **6.8 Develop Schedule**
- **6.9 Control Schedule**

**Possible Durations**

- **Shorter**
- **Longer**

**Probability of Occurrence**

- **Higher**
- **Lower**
Three-Point Estimates

Just like duration of an activity, PERT can also be applied to cost estimation to arrive at a better estimate.

- Most likely $C_M$
- Optimistic $C_O$
- Pessimistic $C_P$
- Expected value $C_E = \frac{C_O + 4C_M + C_P}{6}$
- Standard deviation $\sigma = \frac{C_P - C_O}{6}$
New EAC Calculation and TCPI

- EAC = AC + \( \frac{(BAC - EV)}{(CPI \times SPI)} \)

- To Complete Performance Index (TCPI)
  \( \text{TCPI} = \frac{(BAC - EV)}{(BAC - AC)} \) (based on BAC)
  \( \text{TCPI} = \frac{(BAC - EV)}{(EAC - AC)} \) (based on EAC)

Project Cost Management

Figure 7.1: Project Cost Management Overview
Chapter 8: Project Quality Management

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

The Cost of Quality

**Cost of Conformance**

**Prevention**
- Design reviews
- Training
- Planning
- Process studies

**Inspection**
- Product inspections
- Lab tests
- Vendor controls

**Cost of Non-Conformance**

**Internal**
- Scrap / rework
- Repair
- Downtime

**External**
- Customer returns
- Customer complaints
- Tarnished brand name
Chapter 9: Project Human Resources Management

- 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
Five Stages of Team Development

Five stages of team development:

- Forming
- Storming
- Norming
- Performing
- Adjourning

Conflict Management

- Six techniques for conflict resolution:
  - Withdrawing / Avoiding
  - Smoothing / Accommodating
  - Compromising
  - Forcing
  - Collaborating
  - Confronting / Problem Solving
Chapter 10: Project Communication Management

- Added **Identify Stakeholders**

- Outputs include:
  - Stakeholder register
  - Stakeholder management strategy

- Changed process to **Manage Stakeholder Expectations**
  - Moved from monitoring and controlling to executing.
**Identify Stakeholders**

### 10.1 Identify Stakeholders

Identifying all people or organizations impacted by the project, and documenting relevant information regarding their interests, involvement, and impact on project success.

<table>
<thead>
<tr>
<th>Inputs</th>
<th>Tools &amp; Techniques</th>
<th>Outputs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project charter</td>
<td>Stakeholder analysis</td>
<td>Stakeholder register</td>
</tr>
<tr>
<td>Procurement documents</td>
<td>Stakeholder analysis</td>
<td>Stakeholder management strategy</td>
</tr>
<tr>
<td>Enterprise environmental factors</td>
<td>Expert judgment</td>
<td></td>
</tr>
<tr>
<td>Organizational process assets</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Stakeholder Register**

- Identified stakeholders – Who? Role? Contact?
- Assessment information – Major requirements? Main expectations? Potential influence?
- Stakeholder classification – internal/external? Supporter/neutral/resistor? Influencer/decision maker?
# Manage Stakeholder Expectations

## 10.4 Manage Stakeholder Expectations

Communicating and working with stakeholders to meet their needs and addressing issues as they occur.

<table>
<thead>
<tr>
<th>Inputs</th>
<th>Tools &amp; Techniques</th>
<th>Outputs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stakeholder register</td>
<td>Communications methods</td>
<td>Organizational process assets updates</td>
</tr>
<tr>
<td>Stakeholder management strategy</td>
<td>Interpersonal skills</td>
<td>Change requests</td>
</tr>
<tr>
<td>Project management plan</td>
<td>Management skills</td>
<td>Project management plan updates</td>
</tr>
<tr>
<td>Issue log</td>
<td></td>
<td>Project document updates</td>
</tr>
<tr>
<td>Change log</td>
<td></td>
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<tr>
<td>Organizational process assets</td>
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</tbody>
</table>

## Project Communication Management

### 10.1 Identify Stakeholders

<table>
<thead>
<tr>
<th>Inputs</th>
<th>Tools &amp; Techniques</th>
<th>Outputs</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Input</td>
<td>1. Stakeholder register</td>
<td>1. Stakeholder register</td>
</tr>
<tr>
<td>2. Project charter</td>
<td>2. Project management plan</td>
<td>2. Project management plan updates</td>
</tr>
<tr>
<td>4. Organizational process assets</td>
<td>4. Performance reports</td>
<td>4. Organizational process assets updates</td>
</tr>
</tbody>
</table>

### 10.2 Plan Communications

<table>
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<tr>
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</tr>
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<tbody>
<tr>
<td>1 Input</td>
<td>1. Stakeholder register</td>
<td>1. Stakeholder register</td>
</tr>
<tr>
<td>2. Project management plan</td>
<td>2. Project management plan</td>
<td>2. Project management plan updates</td>
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<tr>
<td>4. Organizational process assets</td>
<td>4. Organizational process assets updates</td>
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### 10.3 Manage Stakeholder Expectations

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<tr>
<td>1 Input</td>
<td>1. Stakeholder register</td>
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<td>2. Project management plan</td>
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<td>4. Organizational process assets</td>
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### 10.4 Report Performance

<table>
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<tr>
<th>Inputs</th>
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</tr>
</thead>
<tbody>
<tr>
<td>1 Input</td>
<td>1. Stakeholder register</td>
<td>1. Stakeholder register</td>
</tr>
<tr>
<td>2. Project management plan</td>
<td>2. Project management plan</td>
<td>2. Project management plan updates</td>
</tr>
<tr>
<td>4. Organizational process assets</td>
<td>4. Organizational process assets updates</td>
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### 10.5 Distribute Information

<table>
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<tr>
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<tbody>
<tr>
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<td>1. Stakeholder register</td>
</tr>
<tr>
<td>2. Project management plan</td>
<td>2. Project management plan</td>
<td>2. Project management plan updates</td>
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Chapter 11: Project Risk Management

- Minor editorial changes.

Project Risk Management

Figure 11.5. Project Risk Management Overview
Chapter 12: Project Procurement Management

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

Old “Project Procurement Management” (Third Edition)
Teaming Agreement

- Legal contractual agreements to form a partnership or joint venture
- The seller may already be working under some form of interim contract
- Whenever in effect
  - Roles of buyer and seller are predetermined,
  - Competition requirements, and other critical issues are generally predefined,
  - Buyer and seller collectively prepare a procurement SOW to meet the requirements of the project.
Comments (1 of 2)

- Represents a minor incremental revision compared to previous revision.
- Changes I like:
  - Consolidation of change requests, corrective action, preventive action, and defect repair into one single “Change Requests”;
  - Deletion of process flow diagrams, and addition of data flow diagrams;
  - Deletion of “Develop Preliminary Project Scope Statement”;
  - Addition of “Identify Stakeholders” and “Collect Requirements”.
Comments (2 of 2)

- Changes I don’t like:
  - Too much reliance on “Expert Judgment” as tools and techniques;
  - “Issue log” not properly highlighted, and confusion remains (input/output or tools & techniques?);
  - Removal of Project Selection Method from project initiation;
  - Project Communication Management chapter still stays at a very high level, not able to provide more insights regarding soft skills required.

- Fifth Edition trend
  - Will “Stakeholder Management” become a new knowledge area?


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### PMBOK® Guide—Fourth Edition: PMI

#### Published Translations

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

* All translations are scheduled to be published Q2 2009

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**THANK YOU!**