



PMBOK 4th Edition Summary of Changes

If you are sitting for the PMP® exam before June 30, 2009, expect questions to align with the Third Edition of the Project Management Body of Knowledge (PMBOK® Guide). After June 30, 2009, the exam questions will be based on the Fourth Edition. A digital version is available free to PMI members by going to www.pmi.org and following the link on the home page. Here are the highlights!

Greater emphasis is on

- ✓ Collect requirements - replaces 'scope planning'
- ✓ Identify stakeholders – added
- ✓ Manage stakeholders – changed from controlling to executing process (added outputs: stakeholder register and stakeholder management strategy)

Clarification on the following topics:

- ✓ Enterprise environmental factors
- ✓ Teaming agreements
- ✓ Triple constraint was replaced by balance of constraints (scope, quality, schedule, budget, resources and risks)
- ✓ Difference between the project management plan and documents used to manage the project. Project management plan is input to executing and monitoring/controlling processes, no longer an input to planning
- ✓ Charter versus project scope statement

Procurement Knowledge Area was restructured to be 4 processes (instead of 6):

1. Plan procurements
2. Conduct procurements
3. Administer procurements
4. Close procurements

New Appendix on interpersonal skills detailing

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

The authors worked hard to be sure the outputs of one process flow into another process as an input. All process names are in a verb-noun format and graphics were updated using a new and consistent format.