

**Project Management Institute**

# **A GUIDE TO THE PROJECT MANAGEMENT BODY OF KNOWLEDGE**

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14 Campus Boulevard  
Newtown Square, Pennsylvania 19073-3299 USA.  
Phone: +610-356-4600  
Fax: +610-356-4647  
E-mail: [customercare@pmi.org](mailto:customercare@pmi.org)

Internet: [www.PMI.org/Marketplace](http://www.PMI.org/Marketplace)

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# PREFACE TO THE FOURTH EDITION

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This document supersedes *A Guide to the Project Management Body of Knowledge (PMBOK® Guide)* – Third Edition. In the time since its publication, the Project Management Institute (PMI) received thousands of valuable recommendations for improvements to the *PMBOK® Guide* – Third Edition that have been reviewed and, as appropriate, incorporated into the fourth edition.

As a result of those inputs and growth of the Project Management Body of Knowledge, PMI volunteers prepared an updated version of the *PMBOK® Guide*. The project charter to update the *PMBOK® Guide* – Third Edition was to:

1. Revise the standard so that it would not conflict with any other PMI standards.
2. Ensure that the information contained in the standard was cohesive in concept and clear in writing style, and that terminology was well defined and congruous with the other publications' terminology.
3. Research the way life cycles are currently being used in projects and revise or expand them as necessary.
4. Examine the five Project Management Process Groups and the 44 project management description processes to determine whether combining, deleting, or adding new processes would add clarity to the standard.
5. Ensure that Knowledge Area updates are congruent with the work done in defining the processes, inputs, and outputs defined by the standards group.

The major differences between the Third Edition and the Fourth Edition are summarized below:

1. All process names are in a verb–noun format.
2. A standard approach to discussing enterprise environmental factors and organizational process assets was employed.
3. A standard approach for discussing requested changes, preventive actions, corrective actions, and defect repairs was employed.
4. The processes decreased from 44 to 42. Two processes were deleted, two processes were added, and 6 processes were reconfigured into 4 processes in the Project Procurement Management Knowledge Area.
5. To provide clarity, a distinction was made between the project management plan and project documents used to manage the project.

6. The distinction between the information in the Project Charter and the Project Scope Statement was clarified.
7. The process flow diagrams at the beginning of Chapters 4 through 12 have been deleted.
8. A data flow diagram for each process has been created to show the related processes for the inputs and outputs.
9. A new appendix was added that addresses key interpersonal skills that a project manager utilizes when managing a project.

The *PMBOK® Guide* – Fourth Edition maintains the organization from the third edition and is organized into three sections:

**Section 1, The Project Management Framework**, provides a basis for understanding project management. There are two chapters in this section.

**Chapter 1, Introduction**, presents a basis and purpose for the standard. It defines what a project is and discusses project management and the relationship between project, program, and portfolio management. The role of the project manager is also discussed.

**Chapter 2, Project Life Cycle and Organization**, provides an overview of the project life cycle and its relationship to the product life cycle. It describes the project phases and their relationship to each other and to the project, and includes an overview of organizational structure that can influence the project and the way the project is managed.

**Section 2, The Standard for Project Management**, defines the project management processes and defines the inputs and outputs for each process.

**Chapter 3, Project Management Processes for a Project**, defines the five Process Groups: Initiating, Planning, Executing, Monitoring and Controlling, and Closing. This chapter maps the Project Management Knowledge Areas to the specific Project Management Process Groups.

**Section 3, The Project Management Knowledge Areas**, describes the Project Management Knowledge Areas; lists the project management processes; and defines the inputs, tools and techniques, and outputs for each area. Each of the nine chapters focuses on a specific Knowledge Area.

**Chapter 4, Project Integration Management**, defines the processes and activities that integrate the various elements of project management. This chapter includes:

- Develop Project Charter
- Develop Project Management Plan
- Direct and Manage Project Execution
- Monitor and Control Project Work
- Perform Integrated Change Control
- Close Project or Phase

**Chapter 5, Project Scope Management**, shows the processes involved in ensuring the project includes all the work required, and only the work required, for completing the project successfully. This chapter includes:

- Collect Requirements
- Define Scope
- Create WBS
- Verify Scope
- Control Scope

**Chapter 6, Project Time Management**, focuses on the processes that are used to help ensure the timely completion of the project. This chapter includes:

- Define Activities
- Sequence Activities
- Estimate Activity Resources
- Estimate Activity Durations
- Develop Schedule
- Control Schedule

**Chapter 7, Project Cost Management**, describes the processes involved in planning, estimating, budgeting, and controlling costs so that the project can be completed within the approved budget. This chapter includes:

- Estimate Costs
- Determine Budget
- Control Costs

**Chapter 8, Project Quality Management**, describes the processes involved in planning for, monitoring, controlling, and assuring the quality requirements of the project are achieved. This chapter includes:

- Plan Quality
- Perform Quality Assurance
- Perform Quality Control

**Chapter 9, Project Human Resource Management** describes the processes involved in the planning, acquisition, development, and management of the project team. This chapter includes:

- Develop Human Resource Plan
- Acquire Project Team
- Develop Project Team
- Manage Project Team

**Chapter 10, Project Communications Management**, identifies the processes involved in ensuring timely and appropriate generation, collection, dissemination, storage, and ultimate disposition of project information. This chapter includes:

- Identify Stakeholders
- Plan Communications
- Distribute Information
- Manage Stakeholder Expectations
- Report Performance

**Chapter 11, Project Risk Management**, describes the processes involved with identifying, analyzing, and controlling risks for the project. This chapter includes:

- Plan Risk Management
- Identify Risks
- Perform Qualitative Risk Analysis
- Perform Quantitative Risk Analysis
- Plan Risk Responses
- Monitor and Control Risks

**Chapter 12, Project Procurement Management**, describes the processes involved with purchasing or acquiring products, services, or results for the project. This chapter includes:

- Plan Procurements
- Conduct Procurements
- Administer Procurements
- Close Procurements

# SECTION I

---

## THE PROJECT MANAGEMENT FRAMEWORK

### Chapter 1

- Introduction

### Chapter 2

- Project Life Cycle and Organization

This is a preview of "PMI FS-PMBOK-2008". [Click here to purchase the full version from the ANSI store.](#)



# CHAPTER 1

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## INTRODUCTION

*A Guide to the Project Management Body of Knowledge (PMBOK® Guide)* is a recognized standard for the project management profession. A standard is a formal document that describes established norms, methods, processes, and practices. As with other professions such as law, medicine, and accounting, the knowledge contained in this standard evolved from the recognized good practices of project management practitioners who contributed to the development of this standard.

The first two chapters of the *PMBOK® Guide* provide an introduction to key concepts in the project management field. Chapter 3 is the standard for project management. As such, it summarizes the processes, inputs, and outputs that are considered good practices on most projects most of the time. Chapters 4 through 12 are the guide to the project management body of knowledge. They expand on the information in the standard by describing the inputs and outputs as well as tools and techniques used in managing projects.

The *PMBOK® Guide* provides guidelines for managing individual projects. It defines project management and related concepts and describes the project management life cycle and the related processes.

This chapter defines several key terms and identifies external environmental and internal organizational factors that surround or influence a project's success. An overview of the *PMBOK® Guide* is in the following sections:

### **1.1 Purpose of the *PMBOK® Guide***

### **1.2 What is a Project?**

### **1.3 What is Project Management?**

### **1.4 Relationships Among Project Management, Program Management, and Portfolio Management**

### **1.5 Project Management and Operations Management**

### **1.6 Role of a Project Manager**

### **1.7 Project Management Body of Knowledge**

### **1.8 Enterprise Environmental Factors**