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Changes to the *PMBOK® Guide,* 4th Edition, and What You Should Know

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Introduction

In December 2008, PMI® (Project Management Institute) released the 4th edition version of *A Guide to the Project Management Body of Knowledge®* (*PMBOK® Guide*), the Project Management Institute's (PMI's) collection of published "generally recognized good practices" (according to PMI's 4th edition FAQs). This edition updates the current 3rd edition standard. Project managers, those who manage project managers, PMI members, and potential future Project Management Professional (PMP®) and Certified Associate in Project Management (CAPM®) candidates should all be interested in the changes to the *PMBOK® Guide*, since this new edition updates the standard and outlined good practices that directly affect them. What has changed in the new 4th edition Guide? How will it impact those running projects as well as those studying for the PMP or CAPM exam?

This white paper answers these questions by discussing:

- Improvements and general changes
- How the differences between the editions will affect practitioners, with a breakdown by Process Group
- How the differences between the editions will affect those studying for the PMP and CAPM exams, with a breakdown by Knowledge Area
- Descriptions of new inputs, tools, techniques, and outputs introduced in the *PMBOK® Guide*, 4th edition

What are the improvements and general changes?

There is always a bit of apprehension before a new standard is published. Will it be an improvement from the old? What has changed and how much will it affect me? How do I use or incorporate the changes? How much has changed?

First, project management as a documented profession with its agreed terminology, defined processes and proven techniques is now mature enough that the core of its information is fairly stable, with minimum refinements and enhancements rather than whole new definitions. While project management is an age-old profession, documented standards are fairly young in comparison, and are just now reaching a point of maturity and stability. Of course, new techniques and improvements will come along, but no major re-definition of the profession was made in the 4th edition Guide. This is more of a refinement than a rewrite. If you followed the outlined good practices before, you should not have major changes in the way you run your projects.

In general, the 4th edition *PMBOK® Guide* is an improvement from previous versions and is receiving favorable reactions, partly because of its documented evolution of the profession and partly due to clarification of

materials and improved graphics. Where the 3rd edition made a much better point of the reiterative and cyclical nature of project management, the 4th edition continues to clarify process names and descriptions. A full list of changes is included in Appendix A of the 4th edition Guide.

What is surprising to some people at first is that the look of the 4th edition cover is quite similar in coloring and style to the 3rd edition, so that the two versions could be mistaken for each other. This makes sense when you look at the big picture of all the standards that PMI produces, providing consistency among standards. A gold and brown book is the standard for project management, green is for program management, etc.

If there is a negative side to the new Guide, it is that PMI will no longer send CDs of the *PMBOK® Guide* to members. They do have the Guide available for download, but due to enhanced security and copyright protections on their end, it has been difficult for some people to download their copy. PMI is working to solve this problem.

How will the changes affect practitioners?

Practitioners want to know how the changes to the new Guide will affect how they manage projects. One theme that PMI is continuing is to emphasize and outline in the guide good practices, and that these have to be tailored to and for each project.

As stated before, the new Guide has expanded on the types of good practices covered as well as their descriptions, where necessary. Certain terms were clarified, such as:

- There is less overlap and confusion between the Enterprise Environmental Factors and Organizational Process Assets.

- There is now a better definition of the difference between the PM Plan and project documents, outlined in a summary table in the *PMBOK® Guide*, Appendix A.

- An expansion of the list of constraints, so that the term triple constraint has been removed and a variety of constraints simply listed, such as scope, quality, schedule, budget, resources and risk. A graphic depiction of this would have been nice vs. simply a list.

As with previous editions, the 4th edition has new inputs, outputs, tools and expanded descriptions. Many of the items PMI has added to the Guide are items that were implied or organized in a different way in the prior version. Some of these are listed in more detail further in this paper.

One example of a good expansion of explanation is on page 9 of the 4th edition *PMBOK® Guide* in the table called Comparative Overview of Project, Program and Portfolio Management. Where there was only a brief mention of portfolio management in Chapter 1 of the 3rd edition Guide, there is now a table comparing projects to programs to portfolios in the areas of scope, change, planning, management, success, and monitoring. These are also referenced more in the 4th edition Guide, such as when portfolio managers and the portfolio review board are listed as possible stakeholders in a project.

Another example of a further definition and clarification is the first process in the scope knowledge area called Collect Requirements. In this process, PMI now describes project and product requirements, which were earlier referred to as product scope and project scope. Within this process, there are new tools and techniques including focus groups, facilitated workshops, group decision making techniques, questionnaires and surveys, observations, prototypes and group creativity techniques. The group creativity techniques include some old tools such as brainstorming, nominal group technique, Delphi technique and affinity diagram, as well as new tools of idea/ mind mapping. New outputs include a requirements traceability matrix.

Brainstorming was previously listed as a standalone technique but now is classified as one of several group creativity techniques. This is an example of how PMI is expanding and refining the tools and techniques that can be utilized to manage a project.

Together, all this adds up to a more user-friendly document for the practitioner. The new inputs and techniques covered will provide current practitioners with new ideas.

When trying to compare the two *PMBOK® Guides* from a practical viewpoint, it is easiest to look at the changes from the project management life cycle viewpoint. This is outlined as follows.

Note: when processes are not changed, nothing is entered in the Notes column of the following tables.

Initiating Process Group

The Initiating process group has been adjusted. One process was deleted and one was added from its previous spot in Planning. It is appropriate and better stated to identify stakeholders during initiating and then revisit and verify this throughout planning and executing.

3rd Edition Processes	4th Edition Processes	Notes
4.1 Develop project charter	4.1 Develop project charter	
4.2 Develop preliminary scope statement		Deleted
	10.1 Identify stakeholders	New

Process Groups: Planning

Within Planning, only two process names are untouched (Develop Project Management Plan and Create WBS). One process has been deleted (Plan Contracting). Also, notice that almost all processes were renamed. The 4th edition completed the work of changing all tools and techniques to verb-noun combination. Unlike the 3rd edition, processes were not re-ordered or moved from one knowledge area or process group to another.

3rd Edition Processes	4th Edition Processes	Notes
4.3 Develop project management plan	4.2 Develop project management plan	
5.1 Scope planning		Deleted
	5.1 Collect requirements	New
5.2 Scope definition	5.2 Define scope	Renamed
5.3 Create WBS	5.3 Create WBS	
6.1 Activity definition	6.1 Define activities	Renamed
6.2 Activity sequencing	6.2 Sequence activities	Renamed
6.3 Activity resource estimating	6.3 Estimate activity resources	Renamed
6.4 Activity duration estimating	6.4 Estimate activity durations	Renamed
6.5 Schedule development	6.5 Develop schedule	Renamed
7.1 Cost estimating	7.1 Estimate costs	Renamed
7.2 Cost budgeting	7.2 Determine budget	Renamed
8.1 Quality planning	8.1 Plan quality	Renamed
9.1 Human resource planning	9.1. Develop human resource plan	Renamed
10.1 Communications planning	10.2 Plan communications	Renamed
11.1 Risk management planning	11.1 Plan risk management	Renamed
11.2 Risk identification	11.2 Identify risks	Renamed
11.3 Qualitative risk analysis	11.3 Perform qualitative risk analysis	Renamed
11.4 Quantitative risk analysis	11.4 Perform quantitative risk analysis	Renamed
11.5 Risk response planning	11.5 Plan risk responses	Renamed
12.1 Plan purchases & acquisitions	12.1 Plan procurements	Renamed
12.2 Plan contracting		Consolidated into fewer processes within procurement management

Process Groups: Executing

Within Executing, two processes (Manage Project Team and Manage Stakeholder Expectations) have been moved from Monitoring and Controlling (M&C), further reinforcing the interrelationship and dependency between executing and M&C. Manage Stakeholder Expectations is also a refinement of the earlier Manage Stakeholders process, and a little more clear and descriptive of what is being done. Two processes (Request Seller Responses and Select Sellers) have been combined into one new process of Conduct Procurements.

3rd Edition Processes	4th Edition Processes	Notes
4.4 Direct and manage project execution	4.3 Direct and manage project execution	
8.2 Perform quality assurance	8.2 Perform quality assurance	
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	Moved from M&C
10.2 Information distribution	10.3 Distribute information	
	10.4 Manage stakeholder expectations	Moved from M&C
12.3 Request seller responses	12.2 Conduct procurements	Renamed and combined
12.4 Select sellers		Consolidated into fewer processes within procurement management

Process Groups: Monitoring and Controlling

Within M&C, we see more examples of the renaming of processes to a verb-noun format. Here, most of the processes line up as before but are renamed. Overall, two processes were moved to Executing (Manage Project Team and Manage Stakeholders).

3rd Edition Processes	4th Edition Processes	Notes
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	Renamed
5.4 Scope verification	5.4 Verify scope	Renamed
5.5 Scope control	5.5 Control scope	Renamed
6.6 Schedule control	6.6 Control schedule	Renamed
7.3 Cost control	7.3 Control costs	Renamed
8.3 Perform quality control	8.3 Perform quality control	
9.4 Manage project team		Moved to executing
10.3 Performance reporting	10.5 Report performance	Renamed
10.4 Manage stakeholders		Moved to executing
11.6 Risk monitoring and control	11.6 Monitor and control risks	Renamed
12.5 Contract administration	12.3 Administer procurements	Renamed

Process Groups: Closing

The Closing process is very similar to before, but the process names are now more descriptive. Close Project is now better defined as Close Project or Phase to remind us that this effort is done throughout the project and not just at the end. Contract Closure is now Close Procurements to better describe what is actually being done.

3rd Edition Processes	4th Edition Processes	Notes
4.7 Close project	4.6 Close project or phase	Renamed
12.6 Contract closure	12.4 Close procurements	Renamed

How and when will the changes affect those studying for the PMP or CAPM exams?

The first question asked by those interested in taking the exam or by anyone who has begun to study but has not yet taken it is, "When are these changes going to affect the exam? Which version of the *PMBOK® Guide* do I study from?" The PMP exam will change on June 30, 2009, and the CAPM schedule will change on July 31, 2009. Exams issued before those dates will be based on the 3rd edition Guide, exams issued on those dates or after will be based on the 4th edition. If you have already begun studying using the 3rd edition, make sure to take the exam prior to June 30th.

Unlike prior exam transitions, there will be no grandfathering period, where applicants can continue to take the 3rd edition exam beyond June 30. That means that if for any reason you do not pass the exam by June 29, you will have to take the 4th edition exam. For example, if you are audited and the audit extends beyond June 30, you will have to take the 4th edition exam.

Within the 4th edition, the overall number of processes decreased from 44 to 42; two were added, two were deleted, and six were redefined into four within procurement management. Continuing with the work of the 3rd edition, more than 20 processes have been renamed to reflect a more active voice in a verb-noun format. In addition, several processes have been rearranged.

In general, the way that some items were categorized within the lists of inputs, tools and techniques and out-puts have changed. For example, where brainstorming had been individually listed in various places in the 3rd edition, it is now included as one of many group creativity techniques in the Collect Requirements process tools and techniques of the 4th edition (described above).

Comparison by Knowledge Areas
Knowledge Area Processes: Integration Management

3rd Edition Processes	4th Edition Processes	Notes
4.1 Develop project charter	4.1 Develop project charter	
4.2 Develop preliminary project scope statement		Deleted
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	Renamed
4.7 Close a project	4.6 Close project or phase	Renamed

Integration management has been consolidated from seven processes to six. The process Develop Preliminary Project Scope Statement, which was new in the 3rd edition, has been deleted within integration management. Development of the scope statement is now covered only within scope management.

Not only are the processes consolidated but the lists of inputs, tools and techniques, and outputs are as well. In this knowledge area, many items have been combined or moved to simplify the lists and improve flow.

In Develop Project Charter, the Guide references the performing organization, requesting organization and customer, with the requesting organization term used for internal projects and a customer designation used for external projects. Previously, the person or organization that received the product or service created by the project was the customer, whether they were internal or external. Now, there is a differentiation.

New inputs, tools and techniques, and outputs in integration management include:
- **Business case** – an input to Develop Project Charter, this is a document that was implied before and now is distinctly listed. It typically includes the project's business and financial justifications.

- **Change control meetings** – a new tool and technique within Perform Integrated Change Control.

Key inputs, tools and techniques, and outputs that are different or no longer listed are:
- **Project selection methods** – it makes sense that this was taken out of Develop Project Charter, since it really happens beforehand. While it may no longer be discretely listed in the Guide, it is still a valid concept that could be on the exam. Remember that the exams test for knowledge of good practices and are not just tests of the guide.

- **Project management methodology and project management information system** – These tools are not listed as often or as early as they were previously.

- **Approved corrective and preventive actions, approved and validated defect repair** – Within Direct and Manage Project Execution, the approved and validated actions listed here are no longer listed individually as inputs but are instead covered generally in the introduction to this process.

- **Earned value management (EVM)** – deleted as a tool under Monitor and Control Project Work. Instead of listing this as a tool and technique to measure performance, reports are now listed as an input, where the EV measurements may be included. The only tool and technique now listed is expert judgment, basically taking the performance reports and determining which variances warrant taking action.

Knowledge Area Processes: Scope Management

3rd Edition Processes	4th Edition Processes	Notes
5.1 Scope planning		Deleted
	5.1 Collect requirements	New
5.2 Scope definition	5.2 Define scope	Renamed
5.3 Create WBS	5.3 Create WBS	
5.4 Scope verification	5.4 Verify scope	Renamed
5.5 Scope control	5.5 Control scope	Renamed

Much of the scope management knowledge area is the same except for the new process of Collect Requirements. This process involves work now often associated with a Business Analyst and includes gathering and documenting stakeholder needs. New inputs, tools and techniques, and outputs related to this process are listed below.

The information contained in the scope statement is more fully defined and distinct from the information found in the project charter. The scope statement truly focuses on scope, with topics such as scope descriptions, deliverables, acceptance criteria, project exclusions and project constraints vs. the project charter, which includes items other than scope, such as business needs, project purpose and justification, high-level risks, summary schedule and summary budget.

New inputs, tools and techniques, and outputs in scope management include:
- **Stakeholder register** – listed as an input under Collect Requirements and an output under Identify Stakeholders in communications management, this includes details related to identified stakeholders including contact information, influence in the project, expectations, internal/external, and/or supporter/ neutral/resistor. This information is developed with the tool and technique of stakeholder analysis, but is now listed as an input and output as well.

- **Focus groups, questionnaires and surveys, facilitated workshops**

- **Group creativity techniques** – includes brainstorming, nominal group technique, Delphi technique, idea or mind mapping and affinity diagrams.

- **Group decision making techniques** – methods used to reach a group decision could include unanimity, majority, plurality and dictatorship.

- **Requirements documentation and requirements traceability matrix** – new outputs under Collect Requirements.

- **Requirements Management plan** – this is created instead of the scope management plan.

Knowledge Area Processes: Time Management

3rd Edition Processes	4th Edition Processes	Notes
6.1 Activity definition	6.1 Define activities	Renamed
6.2 Activity sequencing	6.2 Sequence activities	Renamed
6.3 Activity resource estimating	6.3 Estimate activity resources	Renamed
6.4 Activity duration estimating	6.4 Estimate activity durations	Renamed
6.5 Schedule development	6.5 Develop schedule	Renamed
6.6 Schedule control	6.6 Control schedule	Renamed

The time management processes now all reflect the new verb-noun active voice. Here again, many of the lists have been consolidated to better reflect the items used and focused on as inputs, tools and techniques, or outputs. Also, the many outputs of individually listed updated documents are now consolidated into one entry called project documentation updates. (In the 3rd edition, nine separate outputs are listed as updated, with one, activity attributes, updated in all the processes. Now they are consolidated.) Note: periodically, the output of project management plan updates appears in addition to project document updates, even though the project management plan is a project document.

The new inputs, tools and techniques, and outputs within time management include:
- **Three-point estimates** – there are two techniques listed that use three variables to calculate a range for an activity's duration; PERT (Program Evaluation and Review Technique) and simply averaging the three numbers. PERT was taken out of the 3rd edition Guide and is now back in the 4th edition Guide.

Key inputs, tools and techniques, and outputs that are different or no longer listed are:
- **Arrow Diagramming Method (ADM)** – this older network diagramming method is no longer listed as a tool and technique. The question is whether it will still be included in the exam. It could be.

- **Schedule model** – this tool and technique was removed. While some advanced practitioners will differentiate the schedule model, which includes the schedule data and calculations, from the printed project schedule, the guide will follow the general practice of using the term schedule to mean both.

Knowledge Area Processes: Cost Management

3rd Edition Processes	4th Edition Processes	Notes
7.1 Cost estimating	7.1 Estimate costs	Renamed
7.2 Cost budgeting	7.2 Determine budget	Renamed
7.3 Cost control	7.3 Control costs	Renamed

Within cost management, as with other knowledge areas, the inputs listed emphasize other knowledge areas, such as human resources (HR), risk and scope, showing the interdependencies of inputs and outputs across the knowledge areas.

Several of the new inputs, tools and techniques, and outputs listed in this area include:
- **Cost aggregation** – tool and technique where project costs are rolled up to increasingly higher levels.

- **Historical relationships** – discusses where parametric or analogous estimates are derived from and the factors that determine the reliability of those estimates.

- **To-complete performance index (TCPI)** – this is a helpful EV measurement, which shows the cost performance that must be achieved beginning immediately in order to meet the budget at completion. It often demonstrates that the current project budget is unrealistic. It is interesting that this earned value measurement is listed separately and not included in the tool and technique of earned value management.

Key inputs, tools and techniques, and outputs that are different or no longer listed are:
- **Parametric estimating** – no longer listed separately but included in the tool and technique of analogous estimating.

- **Requested changes** – this output is not listed as often in the 4th edition as it was in the 3rd.

Knowledge Area Processes: Quality Management

3rd Edition Processes	4th Edition Processes	Notes
8.1 Quality planning	8.1 Plan quality	Renamed
8.2 Perform quality assurance	8.2 Perform quality assurance	
8.3 Perform quality control	8.3 Perform quality control	

Within quality management, only the name for the first process, Plan Quality, needed to be adjusted to fit the verb-noun format.

The inputs within quality management are more detailed and less general. For example, within Plan Quality, instead of the general inputs of enterprise environmental factors (EEF), organizational process assets (OPA), project scope statement and project management plan, there are now more detailed inputs such as scope baseline, stakeholder register, cost performance baseline, schedule baseline, risk register, EEF and OPA. The various baselines and registers listed are more descriptive and focused than the old input of project management plan.

There are more tools and techniques listed now than in the 3rd edition. For example, within plan quality, there is still the general category of additional quality planning tools, but the number of tools listed went from five in the 3rd edition to nine in the 4th edition. There are nine tools listed under Plan Quality and ten tools under Perform Quality Control. It is interesting that PMI chose to list the individual tools there and not group them, whereas under Perform Quality Assurance, there is a tool called Plan Quality and Perform Quality Control tools and techniques. In other words, any and all tools for quality apply to Perform Quality Assurance.

Another change is the removal of the overall cycle of quality that existed in the 3rd edition. In the 3rd edition, Perform Quality Control had the output of various recommended actions and Perform Quality Assurance had various implemented actions as inputs and recommended actions as outputs. This demonstrated the flow of recommendations going from quality to integration management, where the recommendations were evaluated and either approved or rejected and then implemented. Then those implemented actions would come back to quality. That is now gone. It may have been confusing or vague before.

Knowledge Area Processes: Human Resources Management

3rd Edition Processes	4th Edition Processes	Notes
9.1 Human resource planning	9.1 Develop human resource plan	Renamed
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	

Human resources management is about team-related issues. Non-team stakeholder issues are addressed within communications management. Many of these inputs, tools and techniques, and outputs remained the same. However, there is now only one output for the first process of Develop Human Resource Plan which is the human resource plan, combining the old outputs of roles and responsibilities, project organization charts and staffing management plan. All of those items are included in an HR plan, so that is a good consolidation.

What is interesting is that the subsequent processes list the project management (PM) plan as an input rather than the HR plan, and yet the description includes only the components of the HR plan. Here, the specific subsidiary plan is listed as an output, and from then on within HR management, the PM plan is listed, demonstrating that the PM plan is made up of all the subsidiary plans.

As with the 3rd edition Guide, there is a reference to a resource breakdown structure as a tool and technique within Develop HR Plan, but this time PMI does not list the RBS acronym. In the 3rd edition, two terms use the RBS acronym – resource breakdown structure and risk breakdown structure. There were various suggestions on how to handle this while writing the 4th edition, including creating separate acronyms, such as RiBS for the risk breakdown structure and RBS for the resource breakdown structure. PMI seems to have resolved this by specifically not defining the acronym within HR management.

Knowledge Area Processes: Communications Management

3rd Edition Processes	4th Edition Processes	Notes
	10.1 Identify stakeholders	New
10.1 Communications planning	10.2 Plan communications	Renamed
10.2 Information distribution	10.3 Distribute information	Renamed
10.3 Performance reporting	10.4 Manage stakeholder expectations	New process order – Report Performance and Manage Stakeholder Expectations have switched places
10.4 Manage stakeholders	10.5 Report performance	New process order – Report Performance and Manage Stakeholder Expectations have switched places

The process called Identify Stakeholders is so important to do early on that PMI created a new process in the initiating phase for this. This new process, Identify Stakeholders, includes not only identifying all stakeholders, but identifying their interests, influence and involvement, allowing the project manager to focus on those stakeholders and relationships necessary for success.

There are various areas that are improved here, such as the inputs to Distribute Information. Instead of listing the communications management plan as the only input, we now have project management plan, performance reports and OPAs, much more descriptive of what you need to have in-hand to distribute information. Also, there are better inputs listed under Manage Stakeholder Expectations, such as issues log (which used to be a tool and technique and is now an input), change log and stakeholder management strategy. These are more descriptive updates.

New inputs, tools and techniques, and outputs in communications management include:

- **Stakeholder analysis** – this includes a description of multiple kinds of models that can be applied along with one graphic example. Models listed include power/interest grid, power/influence grid, influence/impact grid and salience model.

- **Stakeholder management strategy** – describes the strategies to be used to increase support and minimize negative impact from stakeholders based on the results from the stakeholder analysis.

- **Communication models** – while the description of a basic communication model, with a sender encoding the message and a receiver decoding the message and the receiver then encoding feedback and the sender decoding that feedback, was always included in the Guide, it is now listed as a discrete tool and technique.

- **Communications methods** – this is a tool and technique listed in addition to communication technology and includes interactive communication, push communication and pull communication. Previously the communication methods discussed included the more simple choices of media, writing style, presentation techniques and meeting management techniques. Those options are still included but have been expanded.

Knowledge Area Processes: Risk Management

3rd Edition Processes	4th Edition Processes	Notes
11.1 Risk management planning	11.1 Plan risk management	Renamed
11.2 Risk identification	11.2 Identify risks	Renamed
11.3 Qualitative risk analysis	11.3 Perform qualitative risk analysis	Renamed
11.4 Quantitative risk analysis	11.4 Perform quantitative risk analysis	Renamed
11.5 Risk response planning	11.5 Plan risk responses	Renamed
11.6 Risk monitoring and control	11.6 Monitor and control risks	Renamed

Risk management maintains the same processes as in the 3rd edition but simply renames them to meet the new verb-noun standard. Overall, there is a more comprehensive and detailed list of the types of inputs that should be included with Plan Risk Management and Identify Risks. As with the 3rd edition Guide, PMI states that risks are unknown events that may be positive or negative, so the emphasis on positive risks continues.

Knowledge Area Processes: Procurement Management

3rd Edition Processes	4th Edition Processes	Notes
12.1 Plan purchases and acquisitions	12.1 Plan procurements	Renamed
12.2 Plan contracting		Consolidated into plan procurements
12.3 Request seller responses	12.2 Conduct procurements	Renamed
12.4 Select sellers		Consolidated into conduct procurements
12.5 Contract administration	12.3 Administer procurements	Renamed
12.6 Contract closure	12.4 Close procurements	Renamed

The procurement management processes were renamed to follow the active verb-noun convention, as well as consolidated to more easily reflect the flow of work. Since this knowledge area was updated and improved fairly substantially in the 3rd edition Guide, there are not as many changes here in the 4th edition.

Other new inputs, tools and techniques, and outputs in procurement management include:

- **Teaming agreements** – agreements like a partnership or joint venture, which define the roles of buyer and seller for each party.

- **Risk-related contract decisions** – these are documents that describe each party's responsibility for risks and can include insurance or bonding.

- **Internet search** – PMI acknowledges that certain items can be procured easily from the internet while other, more complex and high-risk efforts cannot.

- **Procurement contract award** – this is the contract presented to the winning seller. It can be a simple purchase order or a long, complex document.

Summary

Just as with the 3rd edition, the 4th edition *PMBOK Guide®* is an improved version over prior editions. It will better aid project management practitioners in running their projects by providing a wider variety of tools while also providing a solid foundation on which to base the CAPM and PMP exams.

I hope you find this paper helpful in understanding the changes made to the *PMBOK® Guide*, 4th edition and how it will affect you. I wish you the best of luck in your future projects!

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