



Frequently Asked Questions:

A Guide to the Project Management Body of Knowledge (PMBOK® Guide)—Fourth Edition

The Standard for Program Management—Second Edition

The Standard for Portfolio Management—Second Edition

Organizational Project Management Maturity Model (OPM3®)—Second Edition

1. When will the *PMBOK® Guide—Fourth Edition* be released?

We are currently scheduled to publish the *PMBOK® Guide—Fourth Edition* on 31 December 2008.

2. What are the differences between the *PMBOK® Guide—Third Edition* and the *PMBOK® Guide—Fourth Edition*?

The Fourth Edition continues to reflect the evolving knowledge within the profession of project management. Like previous editions it represents generally recognized good practice in the profession.

However, the Fourth Edition also reflects a focus on improved consistency and clarity. Great consideration was given by the project teams to remove redundant information and add clarifying statements where needed. Terminology was updated only to present process names consistently in a verb-noun format.

The *PMBOK® Guide—Fourth Edition* continues the tradition of excellence in project management with a standard that is easy to understand and implement.

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

- All process names are in a verb-noun format
- Enterprise Environmental Factors were more clearly defined to avoid confusion with Organizational Process Assets.
- A standard approach for discussing requested changes, preventive actions, corrective actions and defect repairs was employed.
- 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 procurement Knowledge Area.
- To provide clarity a distinction was made between the project management plan and project documents used to manage the project.
- The distinction between the information in the Project Charter and the Project Scope Statement was clarified.
- The process flow diagrams at the beginning of chapters 4-12 have been deleted and replaced with data flow diagrams.
- A data flow diagram for each process has been created.
- A new appendix was added that addresses key interpersonal skills that a project manager utilizes when managing a project.

A complete list of changes can be found in Appendix A of the Fourth Edition.

3. I've heard PMI has removed the triple constraint from the *PMBOK® Guide*—Fourth Edition. Why? We still find it a very valuable measure in our organization.

The triple constraint which is mentioned in the introduction of the *PMBOK® Guide*—Third Edition has been expanded to include other potential constraints including: quality, resources and risk. Since each project is unique it is possible some projects may not be affected by all potential constraints.

4. When will PMI release the Second Editions of *OPM3®*, *The Standard for Program Management* and *The Standard for Portfolio Management*?

OPM3®—Second Edition, *The Standard for Program Management*—Second Edition and *The Standard for Portfolio Management*—Second Edition and *PMBOK® Guide*—Fourth Edition will all be released on 31 December 2008.

5. Why is PMI releasing Second Editions of *OPM3®*, *The Standard for Program Management* and *The Standard for Portfolio Management* at the same time as the *PMBOK® Guide*—Fourth Edition?

These four standards represent four key disciplines in the project management profession:

- project management,
- program management,
- portfolio management and
- organization project management.

Bringing the four standards into alignment helps ensure the profession is speaking with the same terms and understanding and promotes harmonization across all four standards.

6. What are the major differences between the current editions and the new editions (for updates to the *PMBOK® Guide* see Question 2)?

A complete list of changes can be found in Appendix A of each of the updates.

A quick overview of each update is listed below:

The Standard for Program Management – Second Edition

Quick overview:

Recognized good practices for managing multiple projects and programs successfully.

What's new?

- Nine New Knowledge Areas (including Program Financial Management, Stakeholder Management, and Program Governance)

Why is this update important?

The introduction of Knowledge Areas helps focus attention and ensure proper metrics are in place to successfully manage programs, including those that are large and complex.

The Standard for Portfolio Management – Second Edition

Quick overview:

Recognized good practices in the discipline of portfolio management – “doing the right work”.

What's New?

- New Knowledge Area: Portfolio Governance
(Governance is accountable for investment decisions throughout the portfolio lifecycle)
- New Knowledge Area: Portfolio Risk Management

What's the impact to organizations?

Greater emphasis on investment and risk management means increased awareness of the opportunity costs throughout the process and an increased focus on delivering results of the organization's projects and programs!

OPM3® - Second Edition

Quick overview:

Organization model for measuring project management maturity against a comprehensive set of best practices.

What's New?

- Introduction of Organizational Enablers
- Categorization by Knowledge Area, by Business Results, and by Balanced Scorecard
- Consolidated Best Practices to eliminate duplication

7. How will updates to the *PMBOK® Guide—Fourth Edition* affect the PMP examination?

When an update to a standard, such as the *PMBOK® Guide—Fourth Edition*, is released, credential exams are updated to reflect changes in the professional reference. (Please see below for the Update Schedule)

The *PMBOK® Guide—Fourth Edition* reflects a focus on improved consistency and clarity. Great consideration was given by the project teams to remove redundant information and add clarifying statements where needed. Terminology was updated only to present them consistently in a verb-noun format.

It is estimated only a small percentage of examination items/questions require updates that directly address actual changes in the standards. Of course new questions are always being produced, tested, and then used to replace older questions on a periodic schedule.

**Please remember that standards are only one reference in the full project management body of knowledge, therefore a sudden change in the examination does not occur.*

8. When does PMI intend to update the credential examinations?

When an update to a standard, such as the *PMBOK® Guide—Fourth Edition*, is released credential exams are also updated.

See update schedule below:

Credential	Examination Updated
PMP®	30 June 2009
CAPM®	31 July 2009
PMI-SP SM	31 August 2009
PMI-RMP SM	31 August 2009
PgMP®	31 August 2009

**Please remember that standards are only one reference in the full project management body of knowledge, therefore a sudden change in the examination does not occur.*

9. When studying for a credential exam which edition of the standards should I use?

When an update to a standard, such as the *PMBOK® Guide—Fourth Edition*, is released credential exams are also updated. Please use these dates as a general point of reference:

Exam	Planned Date to sit for Examination	Study recommendation *
PMP®	Prior to 30 June 2009	<i>PMBOK® Guide—Third Edition</i>
PMP®	After 30 June 2009	<i>PMBOK® Guide—Fourth Edition</i>
CAPM®	Prior to 31 July 2009	<i>PMBOK® Guide—Third Edition</i>
CAPM®	After 31 July 2009	<i>PMBOK® Guide—Fourth Edition</i>
PMI-SP SM	Prior to 31 August 2009	<i>PMBOK® Guide—Third Edition</i>
PMI-SP SM	After 31 August 2009	<i>PMBOK® Guide—Fourth Edition</i>
PMI-RMP SM	Prior to 31 August 2009	<i>PMBOK® Guide—Third Edition</i>
PMI-RMP SM	After 31 August 2009	<i>PMBOK® Guide—Fourth Edition</i>
PgMP®	Prior to 31 August 2009	<i>The Standard for Program Management—First Edition; PMBOK® Guide—</i>

		Third Edition
PgMP®	After 31 August 2009	<i>The Standard for Program Management—Second Edition; PMBOK® Guide—Fourth Edition</i>
<p><i>*Please remember that standards are only one reference in the full project management body of knowledge, therefore a sudden change in the examination does not occur.</i></p>		

10. I have submitted an application to earn a credential. With new editions to the standards being release in December, will there be any impact to the current exam? Should I study the current edition or the new edition?

No, there will be no immediate impact to the current examination. Exam updates are scheduled as follows: PMP—30 June 2009; CAPM—31 July 2009; PgMP—31 August 2009; PMI-SP—31 August 2009; PMI-RMP—31 August 2009.

To determine which edition you should study, please use the following schedule:

Exam	Planned Date to sit for Examination	Study recommendation *
PMP®	Prior to 30 June 2009	<i>PMBOK® Guide—Third Edition</i>
PMP®	After 30 June 2009	<i>PMBOK® Guide—Fourth Edition</i>
CAPM®	Prior to 31 July 2009	<i>PMBOK® Guide—Third Edition</i>
CAPM®	After 31 July 2009	<i>PMBOK® Guide—Fourth Edition</i>
PMI-SP SM	Prior to 31 August 2009	<i>PMBOK® Guide—Third Edition</i>
PMI-SP SM	After 31 August 2009	<i>PMBOK® Guide—Fourth Edition</i>
PMI-RMP SM	Prior to 31 August 2009	<i>PMBOK® Guide—Third Edition</i>
PMI-RMP SM	After 31 August 2009	<i>PMBOK® Guide—Fourth Edition</i>
PgMP®	Prior to 31 August 2009	<i>The Standard for Program Management—First Edition; PMBOK® Guide—Third Edition</i>

PgMP®	After August 2009	<i>The Standard for Program Management—Second Edition; PMBOK® Guide—Fourth Edition</i>
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**Please remember that standards are only one reference in the full project management body of knowledge, therefore a sudden change in the examination does not occur.*

11. Will all the credential examinations be updated at the same time?

No. Please see the schedule above.

12. Will the new standards be available to members free of charge?

Yes. As a PMI member in good standing you will be able to download a digital copy of all the updated standards at no charge. Including:

- *PMBOK® Guide—Fourth Edition*
- *The Standard for Program Management—Second Edition*
- *The Standard for Portfolio Management—Second Edition* and
- *OPM3®—Second Edition.*

As soon as the standards have been published, PMI will begin preparing the digital copies. Members will need to log in to access the Adobe® PDF® file of each standard. The files will be located on the Resources Section of PMI.org.

All four standards are scheduled for publication 31 December 2008.

13. How often are PMI standards updated? What is the process?

PMI updates its global standards at least every five years in accordance with ANSI Guidelines. In practice PMI plans for updates every three years but keeps a fourth year as schedule reserve to ensure the standards are updated within five years.

PMI's standards development process is as follows:

- Research is conducted to identify possible new standards for development, or, determine if an existing standards need updated.
- If a need is identified, a draft charter and scope statement are developed.
- A Voluntary Project Manager is hired and the preliminary planning team is organized.
- The project charter/scope is finalized and approved.
- Volunteers are selected for the team.
- Content is developed.
- Content is opened up for public review during the Exposure Draft period.
- Comments are reviewed by the Appeals Body.
- The final document is sent to Consensus Body for balloting.
- Publication!

14. As a PMI Registered Education Provider (R.E.P.), will I receive advanced information so that I can develop training materials appropriate for preparatory courses and materials?

PMI makes “read-only” PDFs of the final draft of *PMBOK® Guide—Fourth Edition* and *The Standard for Program Management—Second Edition* available to R.E.P.s through the R.E.P community site. The pre-release version is not open to public distribution.

The pre-release is a courtesy to PMI affiliated educators to help prepare course materials that align with the latest versions of PMI standards. Please note that the pre-release, although it will be very close to the finished publication, is not the final version that will be available December 2008.

NOTE: PMI requests trainers do NOT release any products, services or training that align to the *PMBOK® Guide—Fourth Edition* or *The Standard for Program Management—Second Edition* prior to the official release of these publications. Publication is scheduled for 31 December 2008.

15. What are standards?

A simple way of describing standards is “common solutions to repetitive problem.”

There are four types of standards:

De Facto—meaning, widely adopted and accepted as best practice

Consortia, or developed by companies

Regulatory, or required by law and

Volunteer Consensus

PMI follows the Volunteer Consensus Standards Process.

The voluntary consensus process requires full cooperation by all parties. It depends upon data gathering and compromises among a diverse range of stakeholders. When due process is followed the resulting standards provide benefit to many rather than a few.

For more information on PMI Global Standards please refer to the Resource section of PMI.org.

16. What are the benefits of standards?

Standards help bring consistency to processes.

Standards provide common terminology and understanding from which to derive clear and concise communications.

Standards improve safety, help with development of technology, and prevent barriers for local, national and international trade.

Standards can increase ROI or give an organization a competitive edge in the marketplace.

In large organizations, standards help centralize processes, tools and techniques. With centralization, a constant cycle of improvement can be implemented, thus raising the maturity of the organization.

17. Where can I obtain more information on PMI Global Standards?

Additional information on PMI Global Standards can be found on PMI.org under the Resources tab.

18. How much will the each of the updates cost?

	LIST PRICE	MEMBER
<i>PMBOK® Guide</i> —Fourth Edition	\$65.95	\$49.50
<i>The Standard for Program Management</i> —Second Edition	\$60.95	\$48.75
<i>The Standard for Portfolio Management</i> —Second Edition	\$60.95	\$48.75
<i>OPM3®</i> —Second Edition	\$95.95	\$76.75

19. Why do the new editions cost more than the current editions?

It is PMI's policy to review its pricing strategy with the release of all new updates. The new prices are reflective of increases in:

- variable costs (paper, printing)
- inflation rates.

PMI intends to hold these prices throughout the products' lifecycles.

20. What translations will be made available for the *PMBOK® Guide*—Fourth Edition?

PMI will publish 10 translations of the *PMBOK® Guide*—Fourth Edition, including:

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

21. When will the PMI published translations be available for the *PMBOK® Guide*—Fourth Edition?

PMI is scheduled to release a PDF of the uncorrected pre-publication proof of the translations to members by 31 December 2008 on PMI.org. This is an advance reader's edition from uncorrected proofs. These pages have been set for the reader's edition only and do not reflect the type, design, or layout to be used in the

published edition. This pre-release is not for sale or distribution

Fully verified versions of the translations are expected 31 March 2009. Members can access copies of the translations by logging into PMI.org. Print versions will be available for purchase mid-2009.

22. How can Chapters get permission to work on translations of the standards?

PMI will publish official translations of the *PMBOK® Guide—Fourth Edition* in Arabic, Simplified Chinese, French, German, Italian, Japanese, Korean, Brazilian Portuguese, Russian and Spanish. Volunteer opportunities on the official translation teams are now closed.

If you wish to translate the *PMBOK® Guide* into a language other than those listed, please complete and submit the [PMI® Permissions Form](#). A copy of the permissions form can be found on PMI.org under Resources > Publications > Rights and Permissions

23. What are the requirements to translate a standard?

Market demand drives the translation of a standard. PMI will publish new translations of the *PMBOK® Guide* as a need is seen in the marketplace.

If you wish to translate the *PMBOK® Guide* into a language not currently being published by PMI, please complete and submit the [PMI® Permissions Form](#). A copy of the permissions form can be found on PMI.org under Resources > Publications > Rights and Permissions

24. Which credentials have examination translations?

The PMP and CAPM examinations have translation aids in the following languages:

Arabic*

Chinese (Traditional)*

Chinese (Simplified)

German

French

Italian

Japanese

Portuguese (Brazilian)

Russian

Spanish

Korean

Hebrew

**New translations to meet market demand*

25. When will the translation aids for the credential examinations reflect *PMBOK® Guide—Fourth Edition* updates?

Credential Exam	Examination Translation Aid Available
PMP®	30 June 2009
CAPM®	31 July 2009

26. What are the requirements to translate a credential examination?

Market demand drives the translation of an examination. New credential examinations will be translated as PMI learns the needs of the marketplace.

27. As a component leader will you give me advanced information so that I can develop training appropriate for preparatory courses and materials?

PMI makes “read-only” PDFs of the final draft of *PMBOK® Guide—Fourth Edition* and *The Standard for Program Management—Second Edition* available to PMI Component leaders through the Component Leadership site. The pre-release version is not open to public distribution.

The pre-release is a courtesy to PMI affiliated educators to help prepare course materials that align with the latest versions of PMI standards. Please note that the pre-release, although it will be very close to the finished publication, is not the final version that will be available December 2008.

NOTE: PMI requests trainers do NOT release any products, services or training that align to the *PMBOK® Guide—Fourth Edition* or *The Standard for Program Management—Second Edition* prior to the official release of these publications. Publication is scheduled for 31 December 2008.

28. Can I request a presentation on the Standards Updates be given at my Chapter meeting?

Component Officers can request a speaker or presentation by accessing the Component Leadership Online Community, <http://componentleadership.pmi.bluestep.net>.

The Component Meeting Request Form can be found on the right side of the landing page in the Component Online Forms box. The officer may request a staff member or board of directors to address a specific topic, in this case standards, at their meeting. This request will be facilitated by the Executive Group and the requestor will be contacted.

NOTE: Only component officers may access the Component Leadership Online Community.