# A Guide to the Project Management Body of Knowledge

## (PMBOK® Guide)

## 2000 Edition

**Project Management Institute**
Newtown Square, Pennsylvania USA

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# Preface to the 2000 Edition

This document supersedes the Project Management Institute's (PMI®) *A Guide to the Project Management Body of Knowledge (PMBOK® Guide)*, published in 1996.

The scope of the project to update the 1996 publication was to:

- Add new material reflecting the growth of the knowledge and practices in the field of project management by capturing those practices, tools, techniques, and other relevant items that have become generally accepted. (*Generally accepted* means being applicable to most projects most of the time and having widespread consensus about their value and usefulness.)
- Add clarification to text and figures to make this document more beneficial to users.
- Correct existing errors in the predecessor document.

To assist users of this document, who may be familiar with its predecessor, we have summarized the major differences here.

1. *Throughout the document, we clarified that projects manage to requirements, which emerge from needs, wants, and expectations*.

2. *We strengthened linkages to organizational strategy throughout the document*.

3. *We provided more emphasis on progressive elaboration in Section 1.2.3.*

4. *We acknowledged the role of the Project Office in Section 2.3.4*.

5. *We added references to project management involving developing economies, as well as social, economic, and environmental impacts, in Section 2.5.4*.

6. *We added expanded treatment of Earned Value Management in Chapter 4 (Project Integration Management), Chapter 7 (Project Cost Management), and Chapter 10 (Project Communications Management)*.

7. *We rewrote Chapter 11 (Project Risk Management). The chapter now contains six processes instead of the previous four processes. The six processes are Risk Management Planning, Risk Identification, Qualitative Risk Analysis, Quantitative Risk Analysis, Risk Response Planning, and Risk Monitoring and Control*.

8. *We moved scope verification from an executing process to a controlling process*.

9. *We changed the name of Process 4.3 from Overall Change Control to Integrated Change Control to emphasize the importance of change control throughout the entirety of the project*.

10. *We added a chart that maps the thirty-nine Project Management processes against the five Project Management Process Groups and the nine Project Management Knowlege Areas in Figure 3-9.*

11. *We standardized terminology throughout the document from "supplier" to "seller."*

12. *We added several Tools and Techniques*:

- *Chapter 4 (Project Integration Management)*
  - *Earned Value Management (EVM)*
  - *Preventive Action*


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- *Chapter 5 (Project Scope Management)*
  - *Scope Statement Updates*
  - *Project Plan*
  - *Adjusted Baseline*
- *Chapter 6 (Project Time Management)*
  - *Quantitatively Based Durations*
  - *Reserve Time (contingency)*
  - *Coding Structure*
  - *Variance Analysis*
  - *Milestones*
  - *Activity Attributes*
  - *Computerized Tools*
- *Chapter 7 (Project Cost Management)*
  - *Estimating Publications*
  - *Earned Value Measurement*
- *Chapter 8 (Project Quality Management)*
  - *Cost of Quality*
- *Chapter 10 (Project Communications Management)*
  - *Project Reports*
  - *Project Presentations*
  - *Project Closure*
- *Chapter 11 (Project Risk Management— this chapter is rewritten)*

The body of knowledge of the project management profession continues to grow, and PMI intends to update the *PMBOK® Guide* on a periodic basis. Therefore, if you have any comments about this document or suggestions about how this document can be improved, please send them to:

PMI Project Management Standards Program
Project Management Institute
Four Campus Boulevard
Newtown Square, PA 19073-3299 USA
Phone: +610-356-4600
Fax: +610-356-4647
Email: pmihq@pmi.org
Internet: http://www.pmi.org


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