

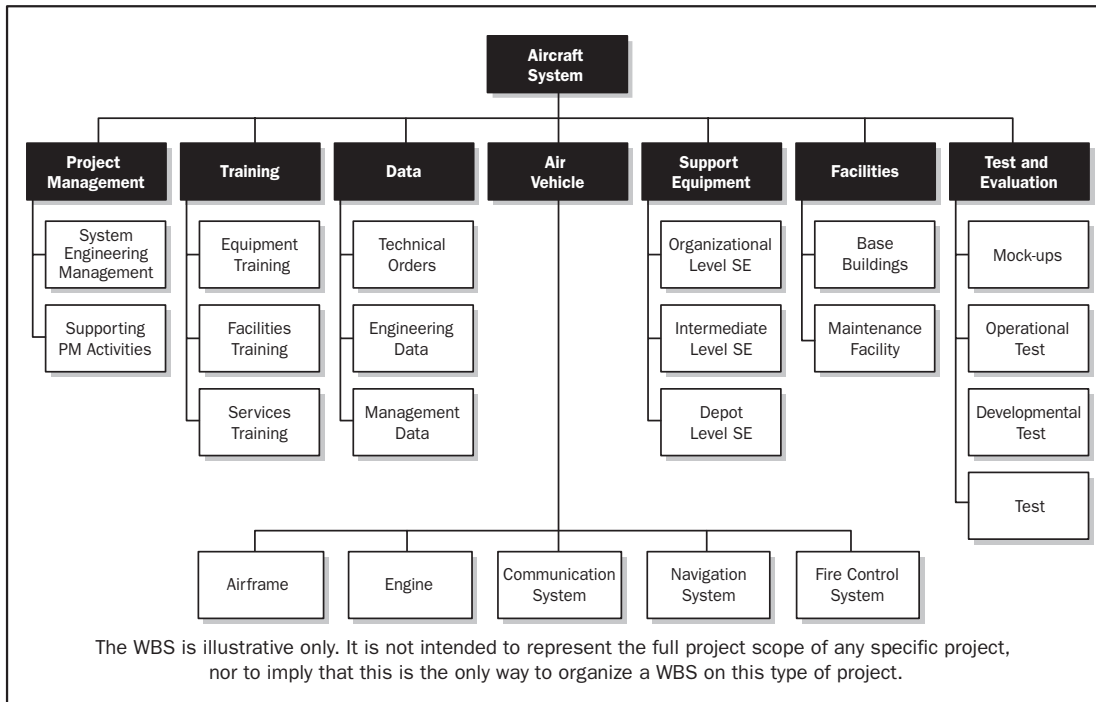
# Errata

**NOTE:** The following errata only pertain to the **first printings** of the *PMBOK® Guide*—Fourth Edition. In order to verify the print run of your book (or PDF), refer to the bottom of the copyright page (which precedes the Notice page and Table of Contents). The last numeral in the string beginning "10 9 8" etc. denotes the printing of that particular copy.

Numerous minor editorial changes have been made to the text and figures. The following changes were considered significant to mention:

| <b><u>Page</u></b> | <b><u>Correction</u></b>   |
|--------------------|--|
| 75                 | Section 4.1.1.1 (3 <sup>rd</sup> bullet)—Clarified the description of “strategic plan”                   |
| 120                | Figure 5-10—A duplicate graphic of Figure 5-9 appeared as Figure 5-10; reinserted the correct graphic    |
| 162                | Section 6.6.2.1 (2 <sup>nd</sup> paragraph)—Replaced “data” with “date”                                  |
| 173                | Section 7.1.2.6 (2 <sup>nd</sup> paragraph)—Replaced “schedule documentation with “cost documentation”   |
| 211                | Figure 8-15—Corrected the graph in this figure   |
| 248                | Section 10.1.2.1 (1 <sup>st</sup> sentence)—Replaced “process” with “technique”                          |
| 292                | Figure 11-10—In the figure text, replace “(relative scale)” with “(numerical scale)”                     |
| 337                | Section 12.3.1.2—Replaced “Conduct Procurements” to “Administer Procurements”                            |
| 342                | Section 12.4 (3 <sup>rd</sup> paragraph, 3 <sup>rd</sup> sentence)—Changed “project” to “contract”       |
| 428                | Definition for human resource plan (2 <sup>nd</sup> sentence)—Added “management plan” to end of sentence |

Replacements for the figures appearing on pages 120 and 211 are provided on the next two pages of this PDF.



**Figure 5-10. Sample Work Breakdown with Major Deliverables**

Decomposition of the upper level WBS components requires subdividing the work for each of the deliverables or subprojects into its fundamental components, where the WBS components represent verifiable products, services, or results. The WBS can be structured as an outline, an organizational chart, a fishbone diagram, or other method. Verifying the correctness of the decomposition requires determining that the lower-level WBS components are those that are necessary and sufficient for completion of the corresponding higher level deliverables. Different deliverables can have different levels of decomposition. To arrive at a work package, the work for some deliverables needs to be decomposed only to the next level, while others need additional levels of decomposition. As the work is decomposed to greater levels of detail, the ability to plan, manage, and control the work is enhanced. However, excessive decomposition can lead to non-productive management effort, inefficient use of resources, and decreased efficiency in performing the work.

Decomposition may not be possible for a deliverable or subproject that will be accomplished far into the future. The project management team usually waits until the deliverable or subproject is clarified so the details of the WBS can be developed. This technique is sometimes referred to as rolling wave planning.

Pareto diagrams are conceptually related to Pareto’s Law, which holds that a relatively small number of causes will typically produce a majority of the problems or defects. This is commonly referred to as the 80/20 principle, where 80% of the problems are due to 20% of the causes. Pareto diagrams can also be used to summarize various types of data for 80/20 analyses.

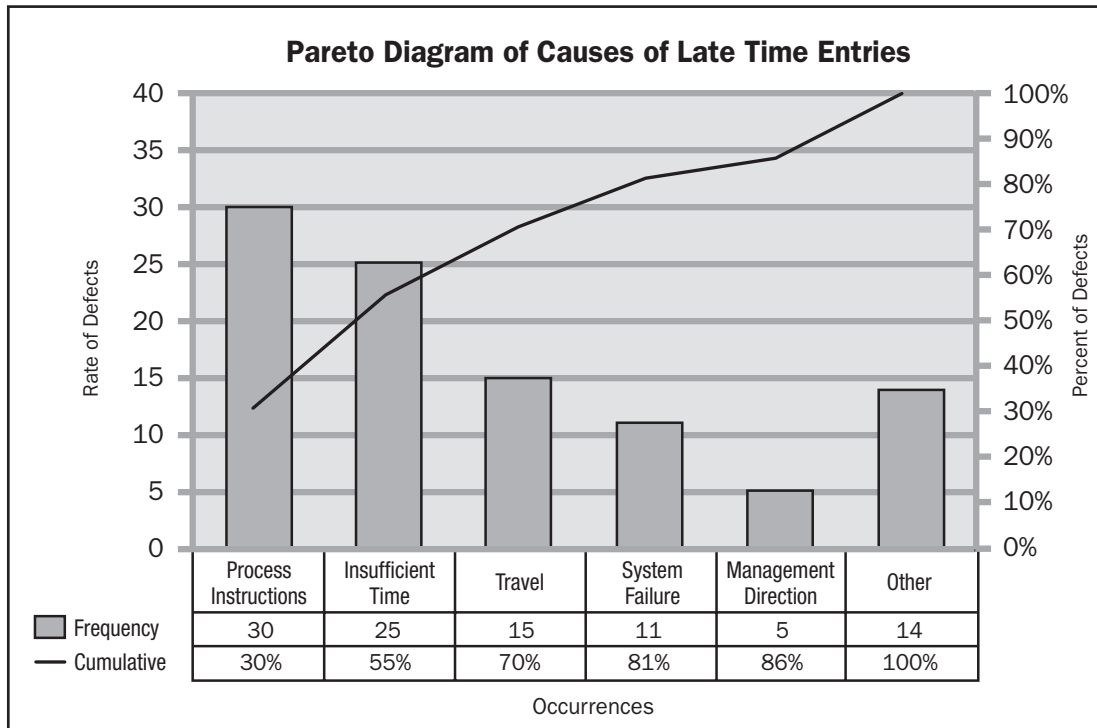


Figure 8-15. Pareto Diagram

**.6 Run Chart**

Similar to a control chart without displayed limits, a run chart shows the history and pattern of variation. A run chart is a line graph that shows data points plotted in the order in which they occur. Run charts show trends in a process over time, variation over time, or declines or improvements in a process over time. Trend analysis is performed using run charts and involves mathematical techniques to forecast future outcomes based on historical results. Trend analysis is often used to monitor: