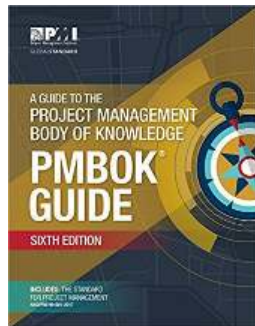


An Overview of PMBOK® Guide, Sixth Edition



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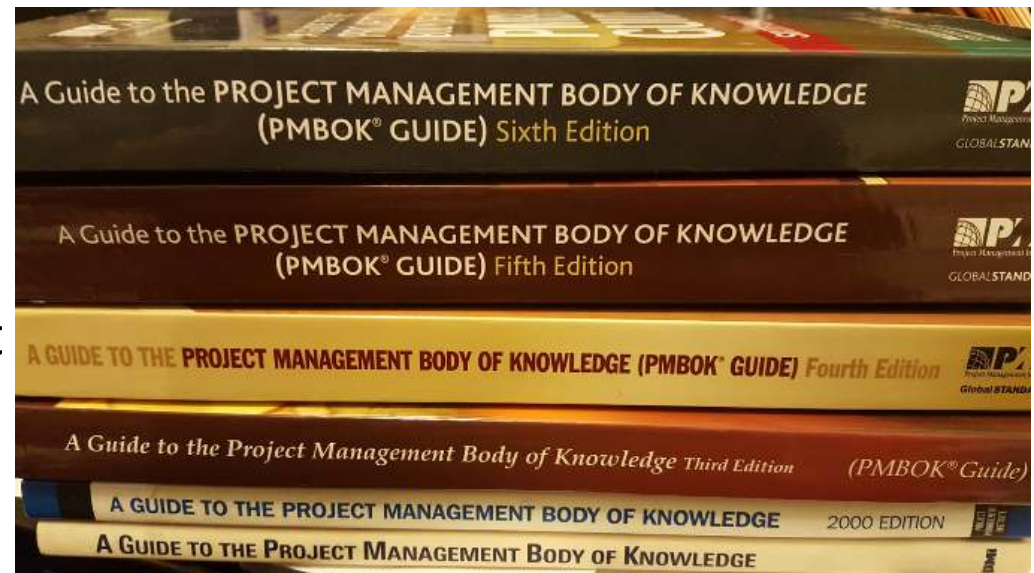
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Scope of Presentation

- In Scope
 - History of the development of the PMBOK 6
 - What's Changed in PMBOK 6?
 - Layout of PMBOK 6
 - Highlights of changes to each chapter in PMBOK 6
- Out of Scope
 - Not comprehensive coverage of all changes in PMBOK 6
 - Not a PMP or CAPM review

The PMBOK and Me

- Practitioner of Project Management
- Get PMP certification
- Teach project management
- Develop project management training
- Improve project management knowledge
- Read them all!



What is the PMBOK Guide?

- Global standard for project management
- It is not the “body of knowledge” of project management
- Proper name is “A Guide to the Project Management Body of Knowledge”
- A subset of the project management body of knowledge that is generally recognized as good practice
- Descriptive, not prescriptive
- The front section (Part 1) is the guide, not the standard
- The second section (Part 2) is “The Standard for Project Management”



PMBOK History (1969 to 1983)

- 1969 – PMI founded; first meeting held in Atlanta, GA
- 1981 – PMI Board of Directors approve project to develop procedure and concepts necessary to support the project management profession. This team came to be known as the Ethics, Standards and Accreditation (ESA) Management Group
- 1983 – Results of ESA published in a Special Report in the Project Management Journal, includes:
 - Code of Ethics
 - Standards for six major knowledge areas – **Scope, Cost, Time, Quality, Human Resources, and Communications**
 - Guidelines for accreditation and certification

PMBOK History (1984 to 1994)

- 1984 – First PMPs are certified
- 1987 – Revised stand-alone document, “The Project Management Body of Knowledge” published, includes:
 - Project Management Framework
 - Risk Management
 - Contract/Procurement Management
- 1991 – Project to update the document is initiated
- 1994 – Exposure draft was distributed for comment to all 10,000 PMI members and to more than 20 other professional and technical associations



PMBOK History (1996 to 2004)

- 1996 – “A Guide to the Project Management Body of Knowledge (pmbok guide)” 1996 Edition (first edition) released, includes:
 - Project Management Context
 - Project Management Processes
 - **Integration Management**
- 1998 – PMI accepted as a standards-setting organization by American National Standards Institute (ANSI)
- 1999 – PMBOK Guide approved as ANSI standard
- 2000 – PMBOK Guide, 2000 Edition (second edition) released
- 2004 – PMBOK Guide, Third Edition released

PMBOK History (2007 to Present)

- 2007 – Development begins on ISO 21500 (International Organization for Standardization) an international standard on project management and is modeled on PMBOK
- 2008 – PMBOK Guide, Fourth Edition released
- 2013 – PMBOK Guide, Fifth Edition released, includes:
 - Stakeholder Management
- 2017 – PMBOK Guide, Sixth Edition released





Why Does the PMBOK Get Updated?

- Nature of projects changing (VUCA)
- Evolution of project management practices
- New processes, tools, and artifacts
- Clarifications and corrections
- Harmonization between PMI standards
- Requirement as an ANSI Standard



Comparison of PMBOK Versions

	PMBOK 1996	PMBOK 2000	PMBOK, 3 rd ed	PMBOK, 4 th ed.	PMBOK, 5 th ed.	PMBOK, 6 th ed.
Pages	176	216	388	459	589	756
Knowledge Areas	9	9	9	9	10	10
Processes	37	39	44	42	47	49
One significant change	PMBOK Created	Project Process Map	Expanded Project Integration Management	All processes are Verb-Noun	Addition of Project Stakeholder Management	Expanded discussion about Agile project management

Let Me Know A Little About You

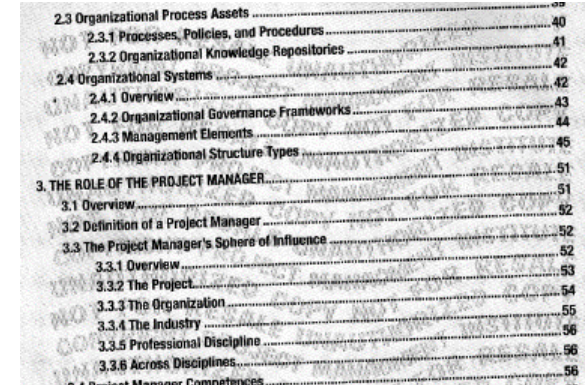
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About the PMBOK 6 Paperback Book

- Paper is thinner
- Paper is darker – can be harder to read
- Photocopy protection feature
 - “NOT FOR RESALE”
 - “UNAUTHORIZED COPY”
 - “COPYRIGHT PROJECT MANAGEMENT INSTITUTE”
- Must pay for a printed copy (PMI members get 50% off)
- PMI members can download a free copy in multiple languages

A grayscale image of the table of contents for the PMBOK 6 Paperback Book. The text is small and difficult to read, but the structure is visible. It lists various sections and their corresponding page numbers, including '2.3 Organizational Process Assets', '2.4 Organizational Systems', '3. THE ROLE OF THE PROJECT MANAGER', and '3.3 The Project Manager's Sphere of Influence'.

2.3 Organizational Process Assets	40
2.3.1 Processes, Policies, and Procedures	41
2.3.2 Organizational Knowledge Repositories	42
2.4 Organizational Systems	42
2.4.1 Overview	43
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2.4.3 Management Elements	45
2.4.4 Organizational Structure Types	45
3. THE ROLE OF THE PROJECT MANAGER	51
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3.2 Definition of a Project Manager	52
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3.3.5 Professional Discipline	56
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3.4 Project Manager Competencies	56

What's Changed in PMBOK 6?

- Aligned with ISO 21500 and harmonization with other PMI standards
- Greatly improved readability
 - Project document updates – documents listed in alphabetical order
 - Project management plan updates – specific components listed
 - Information listed uniformly – in the same sequence
 - Tools and techniques – organized by intent in appendix, identifies where used
- New sections at beginning of each knowledge area
 - Key concepts
 - Trends and emerging practices
 - Tailoring considerations
 - Considerations for Agile/Adaptive Environments

What's Changed in PMBOK 6? (cont'd)

- Much more discussion about agile and adaptive environments
- Greater emphasis on strategic and business knowledge
 - Overall project success (Benefits Realization)
- New lessons learned register used throughout
- Discusses the role of a project manager using PMI's Talent Triangle
 - Technical project management
 - Leadership
 - Strategic and business management
 - Removed appendix "Interpersonal Skills"

Layout of PMBOK 6

- Part 1 – PMBOK Guide (by knowledge area)
- Part 2 – The Standard for Project Management (by process group)
- Appendix X1 – Sixth Edition Changes
- Appendix X3 – Agile, Iterative, Adaptive, and Hybrid Project Environments
- Appendix X4 – Summary of Key Concepts for Knowledge Areas
- Appendix X5 – Summary of Tailoring Considerations for Knowledge Areas
- Glossary

Layout of PMBOK 6 (continued)

- Appendix X6 – Tools and Techniques
 - Shows which knowledge area and process it is used in
 - Shows where process is described
 - Data gathering techniques
 - Data analysis techniques
 - Data representation techniques
 - Decision-making techniques
 - Communication skills
 - Interpersonal skills
 - Ungrouped tool and techniques

Chapter 1 - Introduction

- Processes, Process Groups, and Knowledge Areas are now moved to here
- Project life cycle discussion is moved to here
- Project Business Documents
 - Project business case
 - Project benefits management plan
- Discussion about tailoring project methodology, as well as process, tool, technique, input, and output

Chapter 2 – The Environment In Which Projects Operate

- Renamed from “Organizational Influences and Project Life Cycle”
- Project life cycle discussion is removed from here
- Project Management Office (PMO) discussion is moved here
- Additional Organizational Structure Types are now identified
 - Simple
 - Multi-divisional
 - Virtual
 - Hybrid
 - PMO



Chapter 3 – The Role of the Project Manager

- Renamed from “Project Management Processes”
- Discusses the role of the project manager in terms of
 - Influence
 - Competencies
 - Leadership and Personality skills
 - As an integrator of people, processes, and knowledge

Chapter 4 – Project Integration Management

Fifth Edition Processes	Sixth Edition Processes
4.1 Develop Project Charter	4.1 Develop Project Charter
4.2 Develop Project Management Plan	4.2 Develop Project Management Plan
4.3 Direct and Manage Project Work	4.3 Direct and Manage Project Work
4.4 Monitor and Control Project Work	4.4 Manage Project Knowledge (Added)
4.5 Perform Integrated Change Control	4.5 Monitor and Control Project Work
4.6 Close Project or Phase	4.6 Perform Integrated Change Control
	4.7 Close Project or Phase

- Consider what type of development life cycle – predictive or adaptive – to use for the project
- Use existing and create new knowledge – either “explicit” or “tacit” -- to achieve the project’s objectives and contribute to organizational learning; emphasizes learning continually
- New tool – Knowledge Management
- New output – Lessons Learned Register
- Administrative closure of procurements are now included in “4.7 Close Project or Phase”

Chapter 5 – Project Scope Management

Fifth Edition Processes	Sixth Edition Processes
5.1 Plan Scope Management	5.1 Plan Scope Management
5.2 Collect Requirements	5.2 Collect Requirements
5.3 Define Scope	5.3 Define Scope
5.4 Create WBS	5.4 Create WBS
5.5 Validate Scope	5.5 Validate Scope
5.6 Control Scope	5.6 Control Scope

- Consider how stable the requirements are
- Agile methodologies deliberately spend less time trying to define and agree on scope in the early stage

Chapter 6 – Project Schedule Management

Fifth Edition Processes	Sixth Edition Processes
6.1 Plan Schedule Management	6.1 Plan Schedule Management
6.2 Define Activities	6.2 Define Activities
6.3 Sequence Activities	6.3 Sequence Activities
6.4 Estimate Activity Resources (Moved to Resource)	6.4 Estimate Activity Durations
6.5 Estimate Activity Durations	6.5 Develop Schedule
6.6 Develop Schedule	6.6 Control Schedule
6.7 Control Schedule	

- Consider whether schedules should be set iteratively or on-demand (e.g. Kanban)
- Renamed from “Project Time Management”
- Moved out “Estimate Activity Resources”
- “PERT” is no longer mentioned

Chapter 7 – Project Cost Management

Fifth Edition Processes	Sixth Edition Processes
7.1 Plan Cost Management	7.1 Plan Cost Management
7.2 Estimate Costs	7.2 Estimate Costs
7.3 Determine Budget	7.3 Determine Budget
7.4 Control Costs	7.4 Control Costs

- Consider whether there is enough information to estimate the costs
- Earned Value Analysis (EVA) continues to remain useful

Chapter 8 – Project Quality Management

Fifth Edition Processes	Sixth Edition Processes
8.1 Plan Quality Management	8.1 Plan Quality Management
8.2 Perform Quality Assurance (Renamed)	8.2 Manage Quality (New name)
8.3 Control Quality	8.3 Control Quality

- Consider continual improvement and use of retrospectives
- De-emphasis on some of the quality tools

Chapter 9 – Project Resource Management

Fifth Edition Processes	Sixth Edition Processes
9.1 Plan Human Resource Management (Renamed)	9.1 Plan Resource Management (New name)
9.2 Acquire Project Team (Renamed)	9.2 Estimate Activity Resources (Moved from Schedule)
9.3 Develop Project Team (Renamed)	9.3 Acquire Resources (New name)
9.4 Manage Project Team (Renamed)	9.4 Develop Team (New name)
	9.5 Manage Team (New name)
	9.6 Control Resources (Added)

- Consider the importance of Emotional Intelligence (EI) and collaborative teams
- Renamed from “Project Human Resource Management”
- Resources are categorized as:
 - Human (i.e. people) – develop skills and competencies (use 9.4 Develop Team and 9.5 Manage Team)
 - Physical (i.e. material, equipment, and facilities) – use in an efficient and effective way (use 9.6 Control Resources)

Chapter 10 – Project Communications Management

Fifth Edition Processes	Sixth Edition Processes
10.1 Plan Communications Management	10.1 Plan Communications Management
10.2 Manage Communications	10.2 Manage Communications
10.3 Control Communications (Renamed)	10.3 Monitor Communications (New name)

- Consider more stakeholder inclusion in project communications
- Distinction between “communication” (activity) and “communications” (artifacts)

Chapter 11 – Project Risk Management

Fifth Edition Processes	Sixth Edition Processes
11.1 Plan Risk Management	11.1 Plan Risk Management
11.2 Identify Risks	11.2 Identify Risks
11.3 Perform Qualitative Risk Analysis	11.3 Perform Qualitative Risk Analysis
11.4 Perform Quantitative Risk Analysis	11.4 Perform Quantitative Risk Analysis
11.5 Plan Risk Responses	11.5 Plan Risk Responses
11.6 Control Risks (Renamed)	11.6 Implement Risk Responses (Added)
	11.7 Monitor Risks (New name)

- Consider the degree of variability with the project, overall project risks, and the use of integrated risk management
- Distinction between “event”, “non-event” (i.e. variability and ambiguity), and emergent risks
- “Escalate” is added as a response for positive and negative risks
- Includes strategies for overall project risk

Chapter 12 – Project Procurement Management

Fifth Edition Processes	Sixth Edition Processes
12.1 Plan Procurement Management	12.1 Plan Procurement Management
12.2 Conduct Procurements	12.2 Conduct Procurements
12.3 Control Procurements	12.3 Control Procurements
12.4 Close Procurements (Removed)	

- Consider logistics and supply chain management
- Consider how you structure the contract agreement

Chapter 13 – Project Stakeholder Management

Fifth Edition Processes	Sixth Edition Processes
13.1 Identify Stakeholders	13.1 Identify Stakeholders
13.2 Plan Stakeholder Management (Renamed)	13.2 Plan Stakeholder Engagement (New name)
13.3 Manage Stakeholder Engagement	13.3 Manage Stakeholder Engagement
13.4 Control Stakeholder Engagement	13.4 Monitor Stakeholder Engagement

- Consider the complexity of stakeholder relationships
- Consider regularly meeting and involving stakeholders

And Now...



Questions or Comments?



Final Words

- Read the PMBOK Guide, Sixth Edition – it won't be easy, do it anyway
- You probably will not agree with some of the things in the PMBOK 6 and will find others not applicable, but you may find a nugget
- Look for opportunities to introduce some of the processes and ITTOs in your project and organization
 - Improve your knowledge and skills
 - Makes you look good
- Give back to the community – help others learn about the information in the PMBOK
 - Volunteer for PMINJ, in particular the Professional Development team by Teaching, Mentoring, Facilitating, Managing



Thank you!

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