



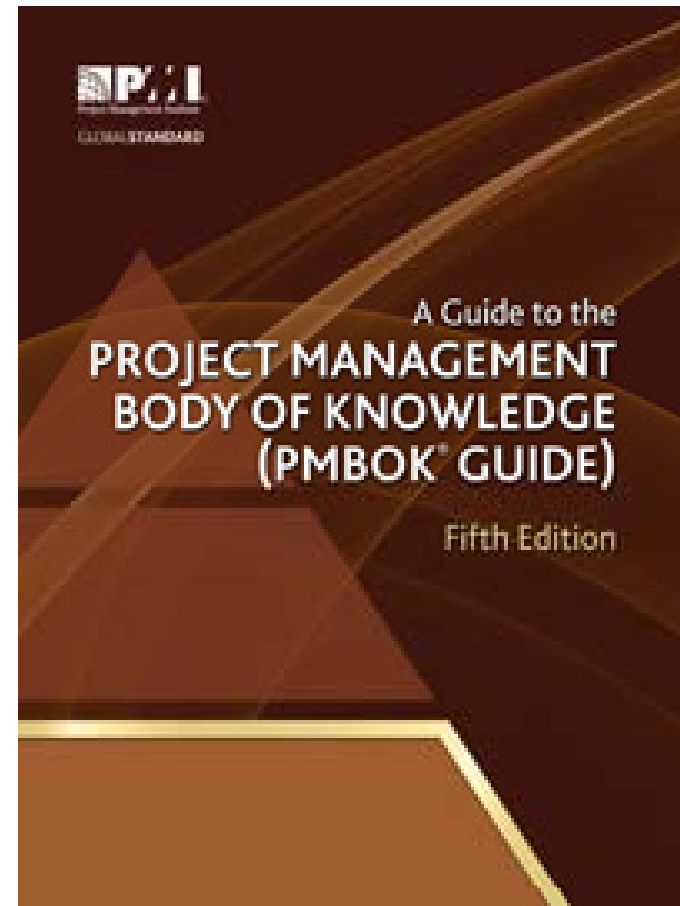
A Review of Changes to the Guide to the Project Management Body of Knowledge ®, Fifth Edition

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PMBOK, 5th Edition

- PMI released the 5th Edition of the Guide to the Project Management Body of Knowledge® on December 27, 2012.
- The 5th Edition is now PMI's ANSI standard
- PMI certification examinations (PMP, PgMP, CAPM) are based on the 5th Edition after **July 31, 2013**.

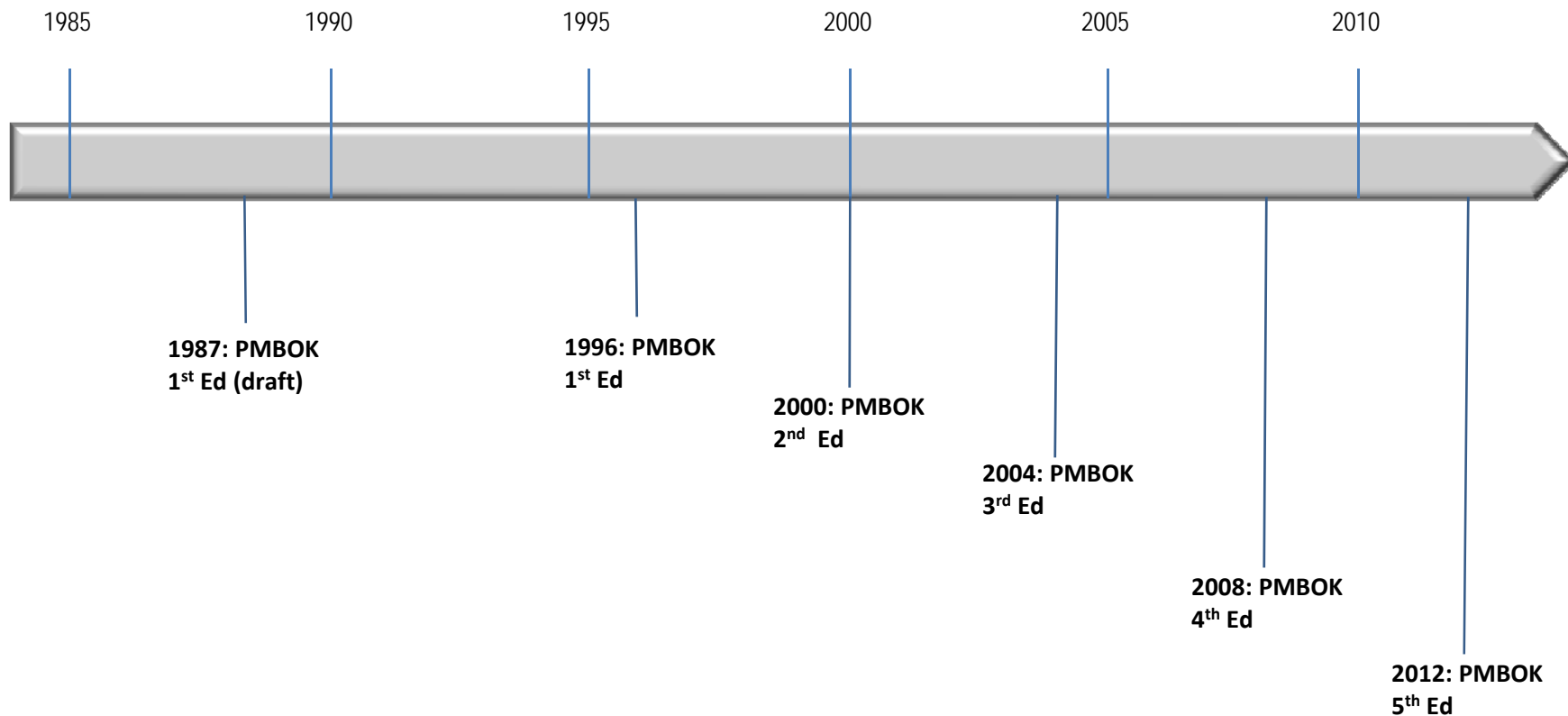


Why Changes in 5th Edition?

- Ensure harmonization with other relevant PMI standards (Program Management, Portfolio Management, Scheduling)
- Ensure terminology contained within the 5th Edition is consistent and identical with the *PMI Lexicon of Project Management Terms*
- Ensure consistency with ISO 21500 and RDS
- In response to membership feedback

Previous PMBOK Revisions

A Guide to the Project Management Body of Knowledge (PMBOK Guide) was first published by the Project Management Institute (PMI) as a white paper in 1983 in an attempt to document and standardize generally accepted project management information and practices. The first edition was published in 1996.



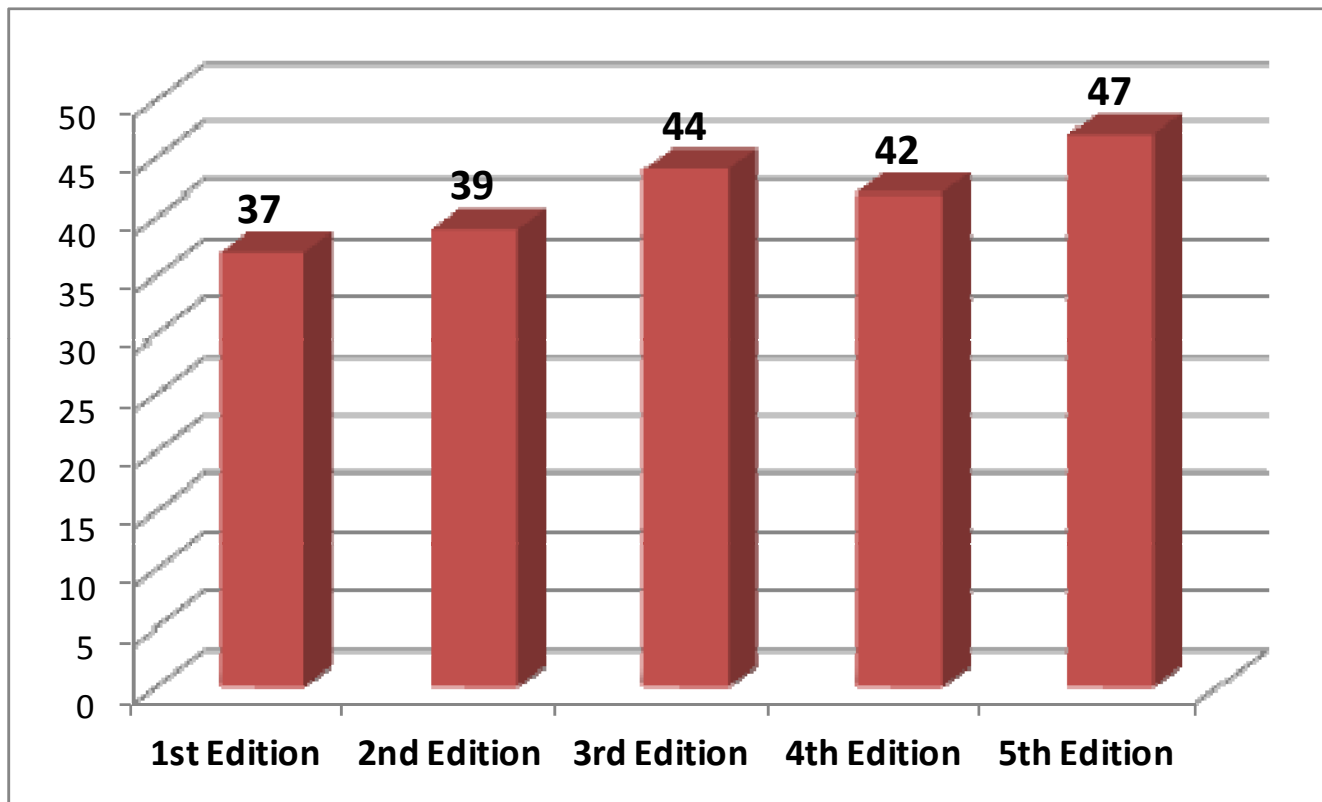
Changes in 5th Edition

- The material is presented through descriptions of **47** processes, *vice* 42
- The processes are presented in **10** Knowledge Areas, *vice* 9
- Project Communications Management is split into two knowledge areas
- 32 of the 4th Edition's 42 processes had some changes
- 616 Pages total, compared to 506 for 4th Edition

Changes in 5th Edition (*cont'd*)

- More emphasis on relationship of Project Management to Program Management, Portfolio Management, and Organizational Management (new Section 3).
- To be consistent with the other PMI standards, the 5th Edition includes Annex A1, “The Standard for Project Management of a Project “ (material previously provided in Section 3 of 4th Edition)
- The terms “Work Performance Data”, “Work Performance Information”, and “Work Performance Reports” were aligned with the **DIKW** (Data, Information, Knowledge, Wisdom) model used in Knowledge Management

Evolution of PMBOK Processes



Process Changes in 5th Edition

- **4 Planning processes added**
 - Plan Scope Management
 - Plan Schedule Management
 - Plan Cost Management
 - Plan Stakeholder Management
- **2 Controlling processes added**
 - Control Communications
 - Control Stakeholder Engagement
- **2 Communications processes merged into one**
 - Distribute Information and Report Performance in Manage Communications
- **2 processes reallocated**
 - Moved from Communications Management to Stakeholder Management

Knowledge Areas	Initiating (2)	Planning (24)	Executing (8)	Monitoring & Controlling (11)	Closing (2)
4. Integration Management	4.1 Develop project charter	4.2 Develop project management plan	4.3 Direct & manage project execution	4.4 Mon & Cntrl Proj work 4.5 Perf Intgrtd Chng Cntl	4.6 Close Project or Phase
5. Scope Management		5.1 Plan Scope Management 5.2 Collect Requirements 5.3 Define Scope 5.4 Create WBS		5.5 Validate Scope 5.6 Control Scope	
6. Time Management		6.1 Plan Schedule Management 6.2 Define Activities 6.3 Sequence Activities 6.4 Est Activity Resources 6.4 Est Activity Durations 6.5 Develop Schedule		6.6 Control Schedule	
7. Cost Management		7.1 Plan Cost Management 7.2 Estimate Costs 7.3 Determine Budget		7.4 Control Costs	
8. Quality Mgmt		8.1 Plan Quality Management	8.2 Perf Qual Assurance	8.3 Control Quality	
9. Human Resources		9.1 Plan Human Resource Management	9.2 Acquire Proj Team 9.3 Develop Proj Team 9.4 Manage Proj Team		
10. Communications		10.1 Plan Communications Mgmt	10.2 Manage Communications	10.3 Control Communications	
11. Risk Management		11.1 Plan Risk Mgmt 11.2 Identify Risks 11.3 Qual Risk Analysis 11.4 Quant Risk Analysis 11.5 Risk Responses		11.6 Control Risks	
12. Procurement		12.1 Plan Procurements	12.2 Conduct Procurements	12.3 Control Procurements	12.4 Close Procurements
13. Stakeholders	13.1 Identify Stakeholders	13.1 Plan Stakeholder Management	13.3 Manage Stakeholder Engagement	13.4 Control Stakeholder Engagement	

Knowledge Area Changes, KA 1-6

Knowledge Area	PMBOK 5 th Ed. Changes	Comments
Integration Management	No process changes	Verbiage changes to ITTOs
Scope Management	“Plan Scope Management” added	Scope Management Plan details how scope will be managed and what templates will be used
	“Validate Scope” changed	Previously “Verify Scope”
Time Management	“Plan Schedule Management”	Details how time-related activities will be managed through planning, execution, control and closure
Cost Management	“Plan Cost Management”	Cost Management Plan defines control thresholds and rules to apply when using performance measures like EVM
Quality Management	“Plan Quality” changed to “Plan Quality Management”	Process title changed for consistency. Introduces new tools: “Seven basics quality tools”
Human Resource Management	“Develop HR Plan” changed to “Plan HR Management”	Process title changed for consistency

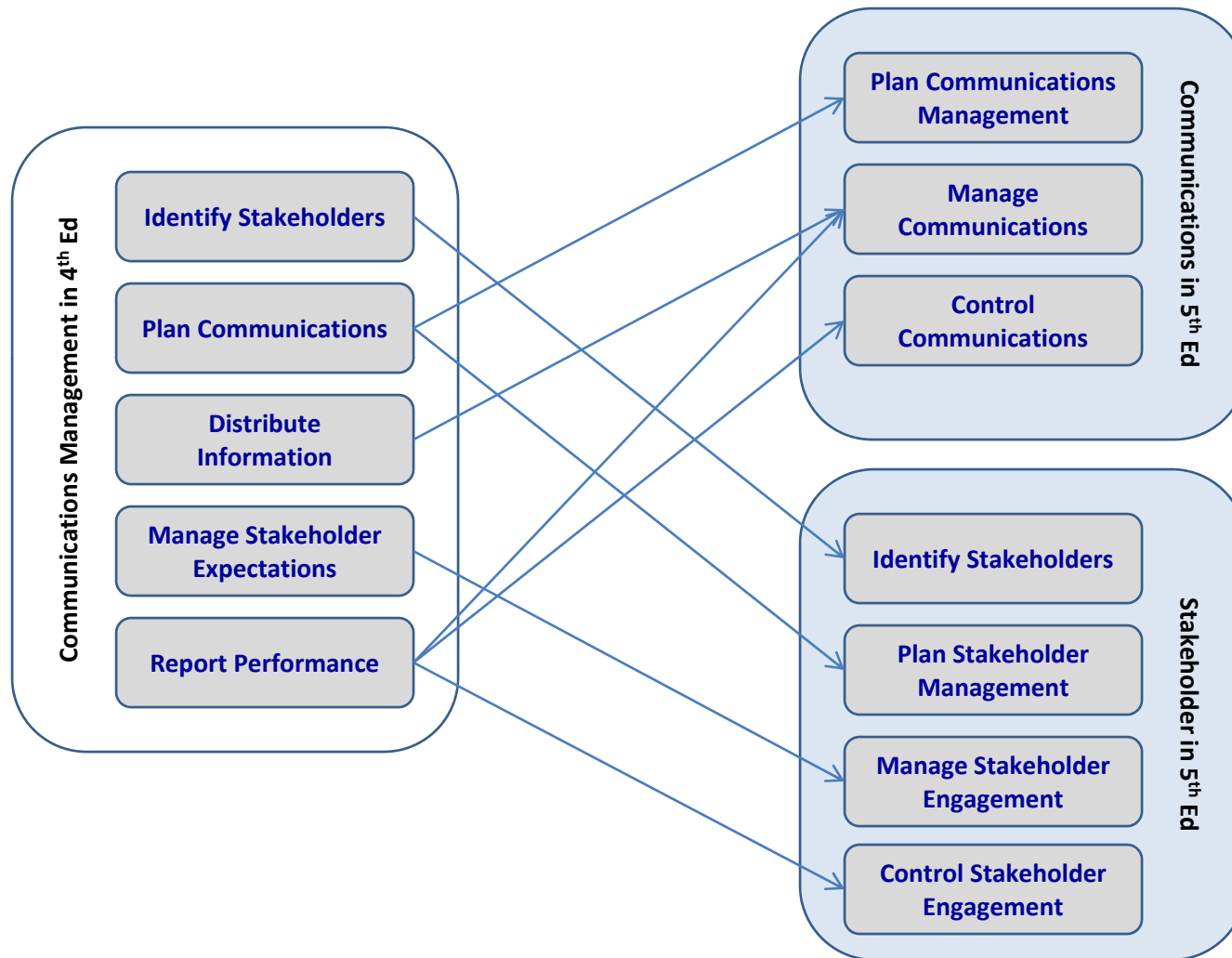
Knowledge Area Changes, KA 7-9

Knowledge Area	PMBOK 5 th Ed. Changes	Comments
Communications Management	“Identify Stakeholders” moved to Stakeholder Management	
	“Plan Communications” changed to “Plan Communications Management”	Process title changed for consistency
	“Distribute Information” & “Report Performance” consolidated	New process is: “Manage Communications”
	“Control Communications”	Process added to identify and resolve communications issues proactively
Risk Management	“Monitor and Control Risks” changed to: “Control Risks”	
Procurement Management	“Plan Procurements: changed to “Plan Procurement Management”	Process title changed for consistency
	Administer Procurements: changed to: “Control Procurements:	Process title changed for consistency

Knowledge Area Changes, KA 10

Knowledge Area	PMBOK 5 th Ed. Changes	Comments
Stakeholder Management	"Identify Stakeholders"	Process moved from Communications
	"Plan Stakeholder Management"	Details desired levels of stakeholder engagement and interrelations between stakeholders
	"Management Stakeholder Engagement"	Process moved from Communications (previously Manage Stakeholder Expectations)
	"Control Stakeholder Management"	Identification of new stakeholders, reassessment of current stakeholders and removal of stakeholders no longer involved

Stakeholder Management



PMBOK v4

	Initiating	Planning	Executing	Monitoring/ Controlling	Closing
Integration	1	1	1	2	1
Scope		3		2	
Time		5		1	
Cost		2		1	
Quality		1	1	1	
Human Resources		1	3		
Communications	1	1	2	1	
Risk		5		1	
Procurement		1	1	1	1
Stakeholder					

PMBOK v5

	Initiating	Planning	Executing	Monitoring/ Controlling	Closing
Integration	1	1	1	2	1
Scope		4		2	
Time		6		1	
Cost		3		1	
Quality		1	1	1	
Human Resources		1	3		
Communications		1	1	1	
Risk		5		1	
Procurement		1	1	1	1
Stakeholder	1	1	1	1	

Annex A1

- Presents the 47 processes by process group
- Intent by PMI is to decouple the Project Management Standard from the PMBOK, so that it stands alone as the Program Management standard and the Portfolio Management standards do.
- As changes are made to the Inputs, Tools and Techniques and Outputs (ITTOs) of the processes, the Project Management Standard will not have to be changed.

Summary

- The 5th Edition is now PMI's standard for project management
- The material is presented through descriptions of 47 processes
- The processes are presented in 10 Knowledge Areas
- Stakeholder Management is the new Knowledge Area
- 6 Processes were added, 2 were consolidated
- 2 processes in Stakeholder Management reallocated from Communications Management
- The 5th Edition includes Annex A1, "The Standard for Project Management of a Project"
- 32 of PMBOK 4th Edition's 42 processes had some changes

QUESTIONS?

