PMBOK® Guide 6th Edition: What’s in it for Me???

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Questions???

• Why a new edition?
• What is the general focus?
• What is new?
• What is no longer?
• What is the same?
• What does the new process framework look like?
• How does it affect the PMP/CAPM exam?
• How can you use PMBOK 6th Edition effectively?
Why a New Edition?

• ANSI Standard must be updated every 4 – 5 years
• Project management has evolved over the last 5 years (e.g. Agile!)
• Need to strengthen the relationship of projects to strategic goals
• PMBOK and Agile Practice Guide packaged together!
Update Focus

• More inclusive spectrum of project management practices – e.g. Tailoring and Agile
• More emphasis on projects as drivers of organizational change and to create business value
• Emphasis on the role of the project manager: skills and competencies, operating in different organizations
• Cleaner more practical project management process definitions and common vocabulary
PMBOK 6th Edition Structure

• Part 1: Project Management Concepts and Processes
  – Sections 1 – 3: Foundational Elements, Environment in which Projects Operate, and Role of the Project Manager
  – Sections 4 – 13: Process details by knowledge area

• Part 2: ANSI Standard

• Part 3: Appendices and Glossary
  – X3: Agile, Iterative, Adaptive, & Hybrid Project Environments
  – X4: Summary of Key Concepts by Knowledge Area
  – X5: Summary of Tailoring Considerations by Knowledge Area
  – X6: Table of Tools and Techniques
What is New?

- Organizational change and business value (Sections 1 – 2)
- New business documents: Project Business Case and Project Benefits Management Plan
- Role of the Project Manager broader definition (Section 3)
- Each knowledge area has 4 new sub-sections:
  - Key Concepts,
  - Trends and Emerging Practices
  - Tailoring Considerations
  - Considerations for Agile/Adaptive Environments
- New project documents: Team Charter, Lessons Learned Register, and Issue Log
- Knowledge Area and Process name changes for consistency
- Three new processes (Manage Project Knowledge, Implement Risk Responses, and Control Resources) and one removed (Close Procurements) for a total of 49 processes
- Process descriptions state when used: e.g. once or at pre-defined points, periodically as needed, and continuously throughout the project
- Table showing which tools are used in which processes
Role of the Project Manager

- Definition of a Project Manager
- Project Manager’s Sphere of Influence
  - Project
  - Organization
  - Industry
  - Professional discipline
  - Across disciplines
- Project Manager Competencies
  - Talent Triangle
  - Dealing with People
  - Qualities and Skills of a Leader
  - Politics, Power, & Getting Things Done
  - Leadership Styles
  - Personality
- Performing Integration
  - Process Level
  - Cognitive Level
  - Context Level
Example: Integration Knowledge Area

• **Key Concepts**: Integration Management is the specific responsibility of the project manager -- it cannot be delegated or transferred; projects are integrative by nature; etc

• **Trends and Emerging Practices**: Automated tools; visual management tools; project knowledge management; hybrid methodologies, etc.

• **Tailoring Considerations**: Project life cycle; development life cycle; management approaches; governance, etc.

• **Agile/Adaptive Environments**: Expectations of the project manager do not change, but control of detailed planning and delivery is delegated to the team, emphasis on collaborative decision making
Tools and Techniques Groups

- **Data gathering techniques** – brainstorming, focus groups, interviews, etc.
- **Data analysis techniques** – alternatives analysis, cost benefit analysis, earned value analysis, etc.
- **Data representation techniques** – cause and effect diagrams, control charts, histograms, etc.
- **Decision-making techniques** – multicriteria decision analysis, voting
- **Communication skills** – feedback, presentations
- **Interpersonal and team skills** – active listening, conflict management, facilitation, etc.

See Appendix X6 for a table listing the specific tools in all of these groups and where each specific tool is used.
What is No Longer?

- Emphasis on constraints (scope, schedule, cost, quality, resources, risk)
- Emphasis on the 7 quality control tools
- PERT estimates not mentioned (Triangular and Beta distributions mentioned for cost estimates)
- Role of project sponsor and other stakeholders
- Detailed lists of ITTOs for each process (e.g. Project Management Plan instead of arbitrary components)
- Close Procurements process is gone
Presentation of ITTOs for Processes

PMBOK 5th Edition

**Inputs**
- Schedule management plan
- Activity list
- Activity attributes
- Project schedule
- Network diagrams
- Activity resource requirements
- Resource calendars
- Activity duration estimates
- Project scope statement
- Risk register
- Project staff assignments
- Resource breakdown structure
- EEF
- OPA

**Develop Schedule**

**Tools & Techniques**
- Schedule network analysis
- Critical path method (CPM)
- Critical chain method
- Resource optimization techniques
- Modeling techniques
- Leads and lags
- Schedule compression
- Scheduling tool

**Outputs**
- Schedule baseline
- Project schedule
- Schedule data
- Project calendars
- Project management plan updates
- Project document updates

PMBOK 6th Edition

**Inputs**
- Project management plan
- Project documents
- Agreements
- EEF
- OPA

**Tools & Techniques**
- Schedule network analysis
- Critical path method (CPM)
- Resource optimization
- Data analysis
- Leads and lags
- Schedule compression
- PMIS
- Agile release planning

**Outputs**
- Schedule baseline
- Project schedule
- Schedule data
- Project calendars
- Change requests
- Project management plan updates
- Project documents updates

Adapted from the PMBOK® Guide 5th Edition p173
What is the Same?

• Process groups (Initiating, Planning, Executing, Monitoring & Controlling, and Closing)
• Knowledge areas (minor name changes)
• Project management process framework
• Project management processes purpose
The Five Project Management Process Groups

- **Initiating**: Define a new project or a phase of an existing project and authorize it to start.

- **Planning**: Establish the scope, refine objectives, and define a course of action to attain the objectives.

- **Executing**: Coordinating people and resources to complete the work defined in the plan.

- **Monitoring & Controlling**: Track, review, and regulate project progress and performance, identify variances and corrective actions, and initiate changes as required.

- **Closing**: Formalize acceptance of the project results and bringing an orderly close to the project or phase.
The Ten Project Management Knowledge Areas

- Project Integration Management
- Project Scope Management
- Project *Schedule* Management
- Project Cost Management
- Project Quality Management
- Project *Resources* Management
- Project Communications Management
- Project Risk Management
- Project Procurement Management
- Project Stakeholder Management
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PMBOK 6th Edition Process Changes Color Coding

- Brand New Process
- Name Changed
- Process Moved
Project Integration Management

- Develop Project Charter
- Develop Project Management Plan
- Direct And Manage Project Work
- Manage Project Knowledge (Explicit and Tacit)
- Monitor And Control Project Work
- Perform Integrated Change Control
- Close Project or Phase
Project Scope Management

- Plan Scope Management
- Collect Requirements
- Define Scope
- Create WBS
- Validate Scope
- Control Scope
Project Schedule Management

- Plan Schedule Management
- Define Activities
- Sequence Activities
- Estimate Activity Durations
- Develop Schedule
- Control Schedule
Project Cost Management

- Plan Cost Management
- Estimate Costs
- Determine Budget
- Control Costs
Project Quality Management

- Plan Quality Management
- Manage Quality (name change)
- Control Quality
Project Resource Management

- Plan Resource Management
- Estimate Activity Resources
- Acquire Resources
- Develop Team
- Manage Team
- Control Resources
Project Communications Management

- Plan Communications Management
- Manage Communications
- Monitor Communications
Project Risk Management

- Plan Risk Management
- Identify Risks
- Perform Qualitative Risk Analysis
- Perform Quantitative Risk Analysis
- Plan Risk Responses
- Implement Risk Responses
- Monitor Risks
Project Procurement Management

- Plan Procurement Management
- Conduct Procurements
- Control Procurements
- Close Procurements
Project Stakeholder Management

- Identify Stakeholders
- Plan Stakeholder Engagement
- Manage Stakeholder Engagement
- Monitor Stakeholder Engagement
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Expected Effect on PMP/CAPM Exams

- New PMP Exam starts March 26\textsuperscript{th} and new CAPM Exam starts May 21\textsuperscript{st}
- Minor changes to the process framework
- Less cluttered presentation of ITTOs – easier to focus on process purpose
- Memorize project management plan components and list of project documents(?)
- Know key concepts and tailoring considerations
- Understand the key relationship between projects and business value
- Test may include Agile/Adaptive process questions --- know the general principles
How Can You Use PMBOK 6th Edition?
References/ Further Study