

# PMBOK® Guide 6<sup>th</sup> 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 6<sup>th</sup> 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 6<sup>th</sup> 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.*

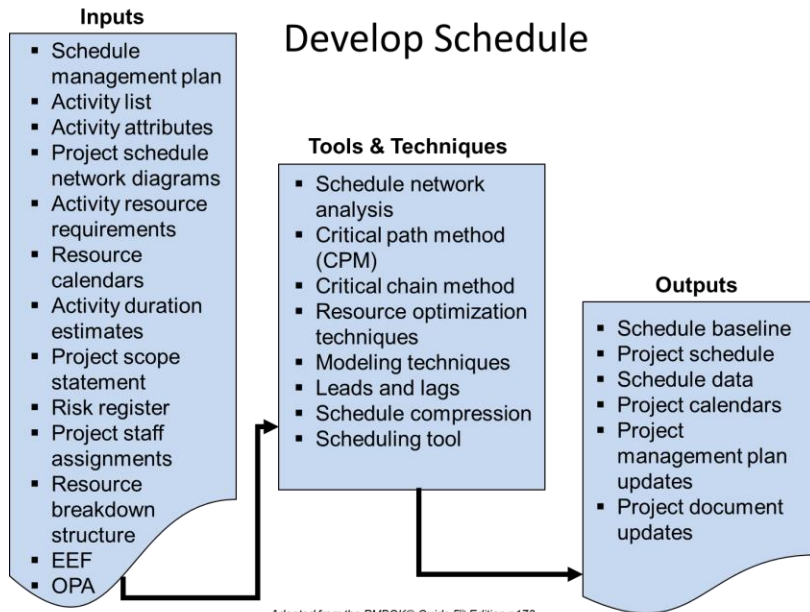
# What is No Longer?

- 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

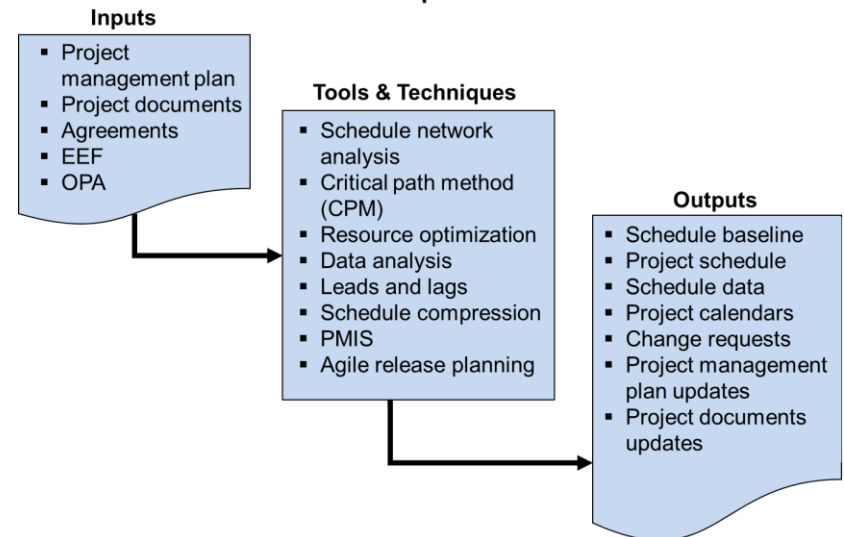
## PMBOK 5<sup>th</sup> Edition

### Develop Schedule



## PMBOK 6<sup>th</sup> Edition

### Develop Schedule



# 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**

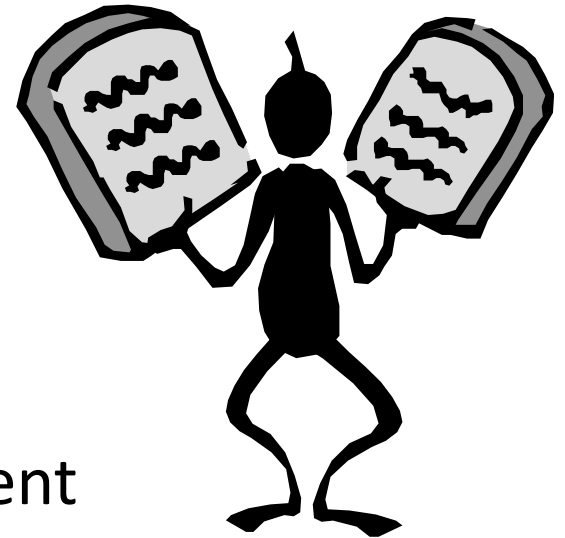
Track, review, and regulate project progress and performance, identify variances and corrective actions, and initiate changes as required.

## **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



# PMBOK® Guide 6<sup>th</sup> Edition Project Management Process Framework

	Initiating	Planning	Executing	Monitoring & Controlling	Closing	
Integration	X	X	X	X	X	7
Scope		X		X		6
Schedule		X		X		6
Cost		X		X		4
Quality		X	X	X		3
Resource		X	X	X		6
Communications		X	X	X		3
Risk		X	X	X		7
Procurement		X	X	X		3
Stakeholder	X	X	X	X		3
	2	24	10	12	1	

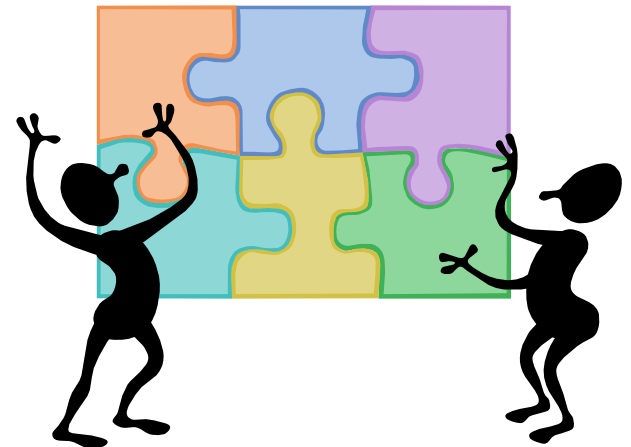
# PMBOK 6<sup>th</sup> Edition Process Changes Color Coding

- Brand New Process
- Name Changed
- Process Moved



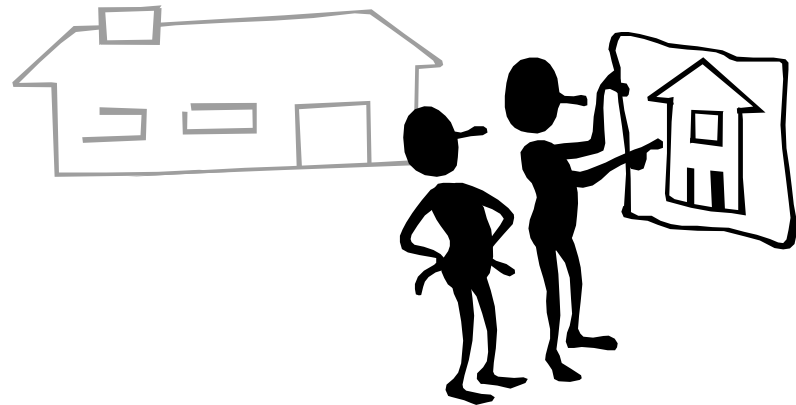
# Project Integration Management

- 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



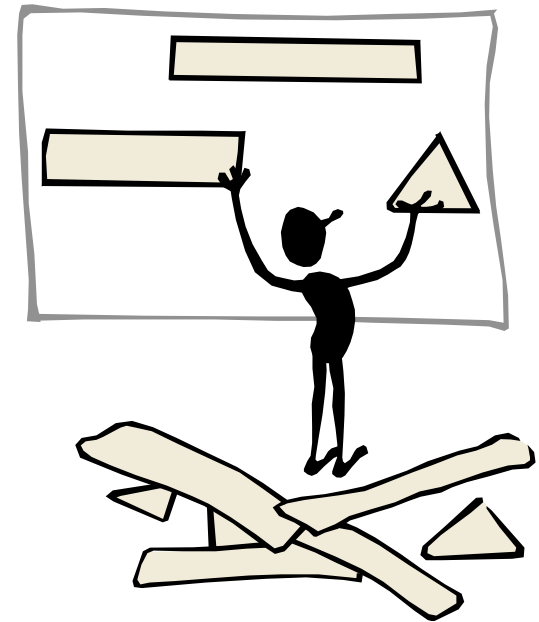
# Project Scope Management

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



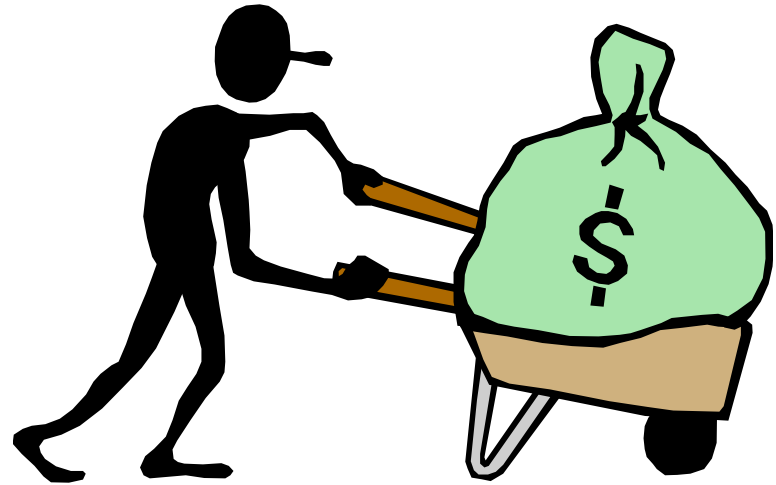
# Project Schedule Management

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



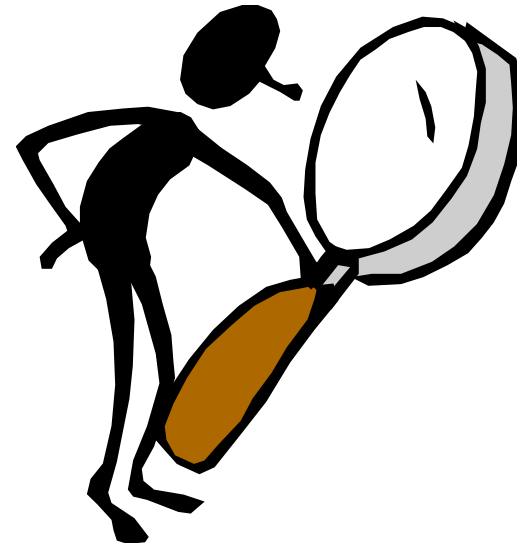
# Project Cost Management

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



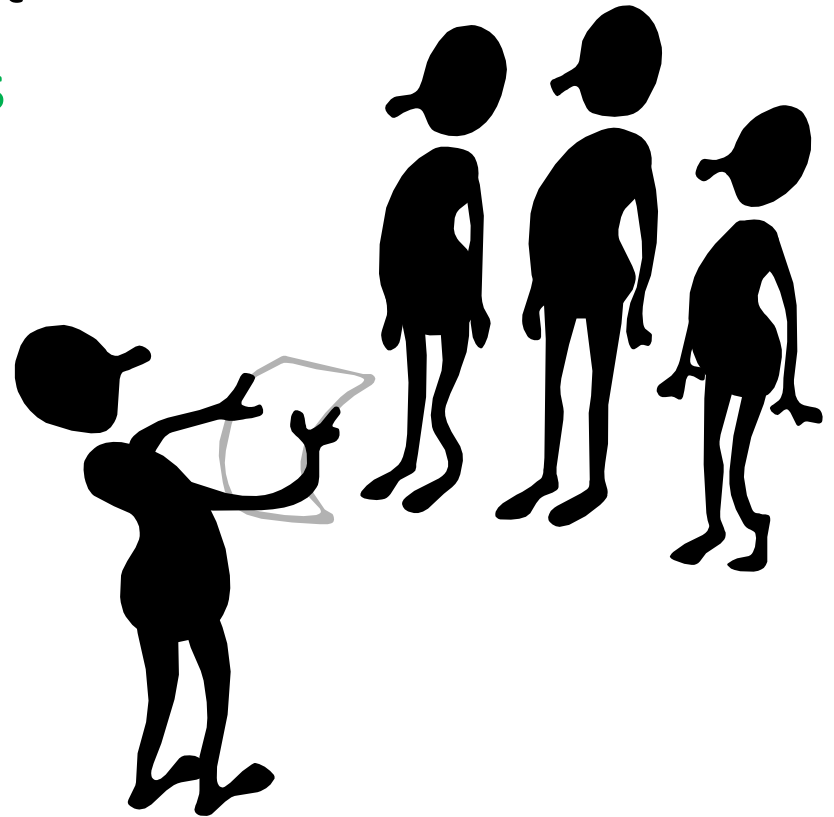
# Project Quality Management

- 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



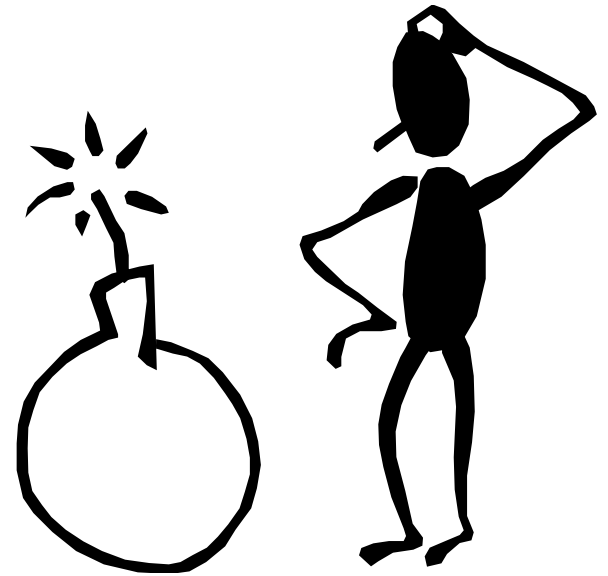
# Project Communications Management

- 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



# PMBOK® Guide 6<sup>th</sup> Edition Project Management Process Framework

	Initiating	Planning	Executing	Monitoring & Controlling	Closing
<b>Integration</b>	Develop Project Charter	Develop Project Management Plan	Direct & Manage Project Work Manage Project Knowledge	Monitor & Control Project Work Perform Integrated Change Control	Close Project or Phase
<b>Scope</b>		Plan Scope Management Collect Requirements Define Scope Create WBS		Validate Scope Control Scope	
<b>Schedule</b>		Plan Schedule Management Define Activities Sequence Activities Estimate Activity Durations Develop Schedule		Control Schedule	
<b>Cost</b>		Plan Cost Management Estimate Costs Determine Budget		Control Costs	
<b>Quality</b>		Plan Quality Management	Manage Quality	Control Quality	
<b>Resource</b>		Plan Resource Management Estimate Activity Resources	Acquire Resources Develop Team Manage Team	Control Resources	
<b>Communications</b>		Plan Communications Management	Manage Communications	Monitor Communications	
<b>Risk</b>		Plan Risk Management Identify Risks Perform Qualitative Risk Analysis Perform Quantitative Risk Analysis Plan Risk Responses	Implement Risk Responses	Monitor Risks	
<b>Procurement</b>		Plan Procurement Management	Conduct Procurements	Control Procurements	
<b>Stakeholder</b>	Identify Stakeholders	Plan Stakeholder Engagement	Manage Stakeholder Engagement	Monitor Stakeholder Engagement	

# Expected Effect on PMP/CAPM Exams

- New PMP Exam starts March 26<sup>th</sup> and new CAPM Exam starts May 21<sup>st</sup>
- 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 6<sup>th</sup> Edition?



# References/ Further Study

- <https://www.eduhubspot.com/What-is-New-in-PMBOK-Guide-6th-Ed.pdf>