Change Is Constant
The Latest Iteration of
The Guide to the Project Management
Body of Knowledge®
Change Is Constant
Samuel T. Brown, III, PMP, Global Knowledge Course Director

Introduction
On December 31, 2012 the fifth edition of the PMBOK® Guide was released and once again the profession of project management moves forward. As we wrap up the current four-year review cycle and anticipate the new, refreshed outcome, we have an opportunity to identify what has changed and how it may affect the professional practice of project management throughout the world.

The PMBOK® Guide has been around for a long time and has followed a pattern of updates approximately every four years. The Project Management Institute (PMI®) has taken us through an ever-changing series of new editions in which we have seen the number of processes grow and shrink. The first edition of the PMBOK® Guide defined five process groups (the very familiar Initiating, Planning, Executing, Controlling, and Closing), nine knowledge areas, and 37 processes. While the process groups and knowledge areas remained essentially constant (except for the addition of Monitoring to the title for the Controlling Process Group in the Third Edition, rendering it Monitoring and Controlling ever since), the number of processes has varied with each new edition from the original 37 up to the current 47 in the fifth edition. The new fifth edition not only increases the net number of processes, but expands the number of knowledge areas from the nine we have known since the first edition of the PMBOK® Guide. The tenth and newest knowledge area is Stakeholder Management.

As we begin to identify and examine the specific changes between the fourth and fifth editions of the PMBOK® Guide, it is appropriate to take a moment to remind ourselves of the intention and focus of the guide. Through the PMBOK® Guide, the PMI provides a recognized standard for project management. "The PMBOK® Guide identifies a subset of the project management body of knowledge that is generally recognized as good practice." [PMBOK® Guide—Fourth Edition, page 4.] This means that the PMBOK® Guide is focused on those processes, and their related inputs, tools and techniques, and outputs, that practitioners typically agree are necessary on most projects most of the time to achieve or enhance project success. The PMBOK® Guide does not purport to be the whole of the project management body of knowledge; rather, its focus is on clearly identifying and defining those elements of the overall body of knowledge that form the foundation for successful practice in the discipline of project management.

PMBOK® Guide Changes

The changes between the fourth edition and fifth edition of the PMBOK® Guide can be grouped into three general categories.

- Harmonization
- Additions
- Reorganization

Harmonization

In this update, the PMI strives to achieve a consistency of terminology and business rules throughout the PMBOK® Guide and other foundational standards as well as the PMI® Lexicon. The definition of terms found in the PMI Lexicon was used as the prevailing definition in all cases of discrepancy in how a term is used or defined.

The introduction to the PMBOK® Guide—Fifth Edition has been reworked to align it with the corresponding sections of the latest editions (Third Edition in both cases) of the practice standards for program management and portfolio management. This alignment ensures and reinforces a consistent understanding of the relationships among, and distinctions between, projects, programs, and portfolios.

Another significant example of the harmonization of terms is found in the redefinition of the terms “work performance data,” “work performance information,” and “work performance reports.” The fifth edition of the PMBOK® Guide accepts guidance from the discipline of knowledge management, using the Data, Information, Knowledge, and Wisdom (DIKW) model to reshape the definitions as follows:

- **Work Performance Data** – The raw observations and measurements identified during activities being performed to carry out the project work
- **Work Performance Information** – The performance data collected from various controlling processes, analyzed in context and integrated based on relationships across areas
- **Work Performance Reports** – The physical or electronic representation of work performance information compiled in project documents, intended to generate decisions, actions, or awareness

The last area of harmonization is in the creation of business rules to guide the consistent treatment of Inputs, Tools and Techniques, and Outputs (ITTO) information for the range of project management processes. These ITTO business rules fall into six categories:

- **ITTO Fundamental Rules**
  - Inputs are documents that are key to the process.
  - Outputs must map to an input of another process. There are exceptions made to this rule if the output is a terminal output or if it is a subcomponent of another input.
  - Inputs must map from a process output, unless the input comes from outside of the project.

- **Project Document Rules**
  - Inputs of major project documents must be specifically listed.
The outputs list specifies a project document as an output the first time it is cited, but subsequent references to the document as output from other processes will simply be made as “project document updates.”

- **Project Management Plan Rules**
  - Subsidiary plans and baselines that are inputs to a process must be specifically listed.
  - Subsidiary plans and baselines that are outputs from a process will be grouped together and listed as “project management plan updates.”
  - For planning processes whose output is a subsidiary plan, the project management plan will be listed as an input.
  - For control processes, rather than specifically listing the relevant subsidiary plans as either inputs or outputs, the project management plan will be listed as the input, and project management plan updates will be listed as the output.

- **EEF/OPA Referencing Rules for Process Inputs**
  - References to Enterprise Environmental Factors (EEFs) or Organizational Process Assets (OPAs) will include “Described in Section …” and cite section 2.1.4 for OPAs or 2.1.5 for EEFs.

- **Other Consistency Rules**
  - “Project document update” and “organizational process asset updates” are renamed to “project document updates” and “organizational process assets updates”
  - Document titles will not be capitalized in the PMBOK® Guide text.

- **Sequencing Rules**
  - When listing inputs and outputs, the order of precedence will be project management plan, subsidiary plans, and then baselines.
  - In the inputs list, work performance data, work performance information, and work performance reports will be listed before EEFs.
  - EEFs and OPAs will be listed last.
  - Meetings will be listed last in the Tools and Techniques lists.
  - In the outputs list, the order of precedence will be project management plan or subsidiary plan updates, project document updates, EEFs updates, and OPAs updates.

**Additions**

Actual additions to the *PMBOK® Guide*—Fifth Edition are fairly limited, with only five new processes and one knowledge area added. The new processes include:

- **Plan Scope Management** – The process of creating a scope management plan that documents how the project scope will be defined, validated, and controlled [*PMBOK® Guide*—Fifth Edition Pre-Release Version, October 10, 2012, page 108.]

- **Plan Schedule Management** – The process of establishing policies, procedures, and documentation for planning, developing, managing, executing, and controlling the project schedule [*PMBOK® Guide*—Fifth Edition Pre-Release Version, October 10, 2012, page 140.]

• **Plan Stakeholder Management** – The process of developing appropriate management strategies to effectively engage stakeholders throughout the project life cycle, based on the analysis of their needs, interests, and potential impact on project success [PMBOK® Guide—Fifth Edition Pre-Release Version, October 10, 2012, page 331.]

• **Control Stakeholders Engagement** – The process of monitoring overall project stakeholder relationships and adjusting strategies and plans for engaging stakeholders [PMBOK® Guide—Fifth Edition Pre-Release Version, October 10, 2012, page 331.]

The new knowledge area (for a new total of 10 knowledge areas) in the PMBOK® Guide—Fifth Edition is **Project Stakeholder Management**. This knowledge area is comprised of four processes: two that have been moved from the old Project Communications Management knowledge area and two that are new in the fifth edition. The PMBOK® Guide—Fifth Edition describes **Project Stakeholder Management** as:

> “The processes required to identify the people, groups, or organizations that could impact or be impacted by the project, to analyze stakeholder expectations and their impact on the project and to develop appropriate management strategies for effectively engaging stakeholders in project decisions and execution. Stakeholder management also focuses on continuous communication with stakeholders to understand their needs and expectations, addressing issues as they occur, managing conflicting interest and fostering appropriate stakeholder engagement in project decisions and activities.” [PMBOK® Guide—Fifth Edition Pre-Release Version, October 10, 2012, page 331.]

**Reorganization**

The vast majority of the changes in the PMBOK® Guide—Fifth Edition fall into the category of reorganization. These changes may be a result of renaming an existing process, moving processes among the knowledge areas, or shifting the location of information within the PMBOK® Guide.

**Section 2: Project Life Cycle and Organization** was reorganized to create a more logical flow of information. The organizational influences portion of the section was moved from the end to the beginning of the section. Within the coverage of organizational influences, additional emphasis was given to how such factors impact the way project teams work. New information was added to focus on the characteristics and structure of project teams, and the coverage of EEFs were moved from **Section 1: Introduction** into this section. Additional attention was also added to the discussion of stakeholders and their impact on project governance. Finally, the discussion of project life cycle was moved and expanded at the end of the section.

**Section 3: Project Management Processes for a Project** from the PMBOK® Guide—Fourth Edition was moved into a new addendum (referred to as an Annex in the PMBOK® Guide—Fifth Edition) at the end of the main document. **Annex A1: The Standard for Project Management of a Project** was revised so that it would comprise a stand-alone document and was removed from the main content of the PMBOK® Guide so that the guide could continue to evolve independent of the actual standard for project management.
Section 3: Project Management Processes was created to replace the old Section 3 (referenced in the previous paragraph) and provide an overview of the project management processes and process groups.

The section on Project Communications Management has been split to provide more specific and separate attention to stakeholder management. The Project Communications Management knowledge area now has three processes instead of the five identified by the PMBOK® Guide—Fourth Edition. The three communications management processes, included in the PMBOK® Guide—Fifth Edition, are listed below.

- Plan Communications Management
- Manage Communications (formerly Distribute Information)
- Control Communications (formerly Report Performance)

The move from Distribute Information to Manage Communications and Report Performance to Control Communications was more than a simple renaming of the processes. In addition to changing the process names, the definition of the processes was revised to eliminate confusion between the processes and overlap with other controlling processes.

“The processes were refocused toward the activity of communication as performed in projects, considering more the process of communicating rather than the intent or desired outcome of the message, with emphasis on planning for the communications needs of the project, collecting, storing, and disseminating project information, and monitoring overall project communications to ensure its efficiency.” [PMBOK® Guide—Fifth Edition Pre-Release Version, October 10, 2012, Appendix X1.]

Other changes at the process level include:

- Updated definition: Develop Project Charter
- Updated definition: Develop Project Management Plan
- Name change: Direct and Manage Project Execution to Direct and Manage Project Work
- Updated definition: Perform Integrated Change Control
- Name change: Verify Scope to Validate Scope
- Expanded process: Develop Schedule now includes Agile concepts
- Name change: Plan Quality to Plan Quality Management
- Name change: Perform Quality Control to Control Quality
- Name change: Develop Human Resource Plan to Plan Human Resource Management
- Name change and relocation: Plan Communications (10.2) to Plan Communications Management (10.1)
- Name change and relocation: Distribute Information (10.3) to Manage Project Communications (10.2)
- Name change and relocation: Report Performance (10.5) to Control Communications (10.3)
- Name change: Monitor and Control Risks to Control Risks
- Name change: Plan Procurements to Plan Procurement Management
- Name change: Administer Procurements to Control Procurements
- Relocation: Identify Stakeholders (10.1) to Identify Stakeholders (13.1)
• Name change and relocation: Manage Stakeholder Expectations (10.4) to Manage Stakeholder Engagement (13.3)

New Exam Based on PMBOK® Guide—Fifth Edition

Finally, anyone who is contemplating pursuit of their PMP or CAPM certification within the next 12 months is anxious to know when the certification exams will change. Both the PMP and CAPM exams will change from focusing on the PMBOK® Guide—Fourth Edition to focusing on the PMBOK® Guide—Fifth Edition on July 31, 2013. As we have seen in previous change cycles, the demand for exam seats will likely increase steadily between now and the launch of the new exams on July 31, 2013. Anyone who wants to test on the basis of the PMBOK® Guide—Fourth Edition should make plans to sit the exam as early as possible in 2013 to ensure availability of an acceptable testing opportunity.

Learn More

To learn more about how you can improve productivity, enhance efficiency, and sharpen your competitive edge, Global Knowledge suggests the following courses:

- Applied Project Management
- IT Project Management
- PMP® Exam Prep Boot Camp Based on PMBOK® Guide—Fourth Edition
- PMP® Exam Prep Boot Camp

Visit www.globalknowledge.com or call 1-800-COURSES (1-800-268-7737) to speak with a Global Knowledge training advisor.

About the Author

Since beginning to work for Global Knowledge, Samuel Brown has consulted and trained hundreds of people from various companies, including large organizations such as the military and SBC, to small companies. His work at Boston University and IBM’s PC Institute has exposed him to a variety of educational styles and his 20+ years of teaching makes him an expert in the classroom. His theory-meets-reality approach to teaching means that students practice and perfect new skills and return to work better prepared to excel at project management.

A professional with over 15 years of experience in the IT and service sectors, Samuel Brown provides project management training and consulting to all levels of professionals to equip them to better handle the complexities in today’s environment.

Brown holds a Project Management Professional certificate from the Project Management Institute. He is a certified instructor with the Boston University Corporate Education Center as well as being certified as a trainer for the American Humane Association and U.S. Department of Health and Human Services.