

PMBOK® Guide – Seventh Edition AND The Standard for Project Management

Over the past few years, emerging technology, new approaches, and rapid market changes disrupted our ways of working, driving the project management profession to evolve. Each industry, organization and project face unique challenges, and team members must adapt their approaches to successfully manage projects and deliver results.

With this in mind, *A Guide to the Project Management Body of Knowledge (PMBOK® Guide) – Seventh Edition* takes a deeper look into the fundamental concepts and constructs of the profession.

Including both *The Standard for Project Management* and the *PMBOK® Guide*, this edition presents 12 principles of project management and eight project performance domains that are critical for effectively delivering project outcomes.

This edition of the *PMBOK® Guide*:

- Reflects the full range of development approaches (predictive, traditional, adaptive, agile, hybrid, etc.);
- Devotes an entire section to tailoring development approaches and processes;
- Expands the list of tools and techniques in a new section, “Models, Methods, and Artifacts”;
- Focuses on project outcomes, in addition to deliverables; and
- Integrates with PMIstandards+™, giving users access to content that helps them apply the *PMBOK® Guide* on the job.

The result is a modern guide that better enables project team members to be proactive, innovative, and nimble in delivering project outcomes.

 **Project Management Institute**
GLOBAL STANDARD

Project Management Institute
Global Headquarters
14 Campus Boulevard
Newtown Square, PA 19073 USA
Tel: +1 610 356 4800
PMI.org



A Guide to the Project Management Body of Knowledge (PMBOK® Guide) – Seventh Edition
and The Standard for Project Management



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A Guide to the Project Management Body of Knowledge PMBOK® GUIDE

Seventh Edition

AND The Standard
for Project Management

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THE STANDARD FOR
PROJECT MANAGEMENT

and

A GUIDE TO THE PROJECT
MANAGEMENT BODY
OF KNOWLEDGE

(PMBOK® GUIDE)
Seventh Edition

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14 Campus Boulevard
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Phone: +1 610 356 4600
Email: customercare@pmi.org
Internet: www.PMI.org

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Preface

Each time work begins on a new edition of *The Standard for Project Management* and the *PMBOK® Guide*, there is an opportunity to consider global perspectives on changes in project management and the approaches used for realizing benefits and value from project outputs. In the time between every edition, a world of change has occurred. Some organizations have ceased to exist, and new organizations have emerged. Older technologies have reached end of life while technologies offering completely new capabilities have evolved. People who continue in the workforce have advanced their thinking, skills, and capabilities as new entrants focus on quickly understanding their professional language, building their skills, developing their business acumen, and contributing to the objectives of their employers.

Even in the midst of such changes, though, there are fundamental concepts and constructs that remain in place. The understanding that collective thinking produces more holistic solutions than the thoughts of one individual continues. And the fact that organizations use projects as a vehicle for delivering a unique result or output endures.

CUSTOMER- AND END-USER-CENTERED DESIGN

While the Sixth Edition of the *PMBOK® Guide* was under development and throughout development of this Seventh Edition, PMI has actively engaged with a broad range of global stakeholders on their experiences with using *The Standard for Project Management* and the *PMBOK® Guide*. These engagements have included:

- ▶ Online surveys to representative samples of PMI stakeholders;
- ▶ Focus groups with PMO leaders, project managers, agile practitioners, project team members, and educators and trainers; and
- ▶ Interactive workshops with practitioners at various PMI events around the globe.

The feedback and inputs collectively emphasized four key points:

- ▶ Maintain and enhance the credibility and relevance of the *PMBOK® Guide*.
- ▶ Improve the readability and usefulness of the *PMBOK® Guide* while avoiding overstuffing it with new content.
- ▶ Sense stakeholder information and content needs and provide vetted supplemental content supporting practical application.
- ▶ Recognize that there is continued value for some stakeholders in the structure and content of previous editions so that any shifts enhance without negating that value.

SUSTAINING THE RELEVANCE OF THE *PMBOK® GUIDE*

Since its inception as the *Project Management Body of Knowledge (PMBOK)* in 1987, *A Guide to the Project Management Body of Knowledge (PMBOK® Guide)* has evolved while recognizing that fundamental elements of project management endure. Its evolution has not just involved an increase in the page count, it has also involved significant and substantive changes in the nature of the content. A sampling of some of those key changes is reflected in the following table:

Evolution of Key Changes in the *PMBOK® Guide*

<i>PMBOK® Guide</i> Edition	Key Evolutionary Changes
1996	<ul style="list-style-type: none"> • Distinguished as “a guide to the body of knowledge,” rather than the body of knowledge for project management. • Reflected the subset of the project management body of knowledge that is “generally accepted,” meaning applicable to most projects most of the time with widespread consensus that practices have value and usefulness. • Defined project management as “the application of knowledge, skills, tools, and techniques to project activities in order to meet or exceed stakeholder needs and expectations [emphasis added] from a project.” • Specific decision to shift to a process-based standard driven by a desire to show interactions among Knowledge Areas; create a robust and flexible structure; and recognize that ISO and other standards organizations were establishing process-based standards.
Third (2004)	<ul style="list-style-type: none"> • First edition to incorporate the “ANSI Standard” logo on the cover. • First edition to formally designate <i>The Standard for Project Management of a Project</i> separate and distinct from the Project Management Framework and Body of Knowledge. • Included material “generally recognized as good practice on most projects most of the time.” • Defined project management as “the application of knowledge, skills, tools, and techniques to project activities to meet the project requirements.”
Sixth (2017)	<ul style="list-style-type: none"> • First edition to make a distinct separation between the ANSI standard and the guide. • First time “agile” content is incorporated into the text, not just referenced in examples. • Expansion of Knowledge Area front material, including key concepts, trends and emerging practices, tailoring considerations, and considerations for agile/adaptive environments.