

A Guide to the Project
Management Body of Knowledge

PMBOK® GUIDE

Seventh Edition

AND The Standard
for Project Management

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What's New in PMBOK 7 - A New State of Mind

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Introduction

The Project Management Institute (PMI) has recently released its new version 7 of the PMBOK, long awaited by project management professionals.

This new version reflects the new mindset of the PMI. It takes a step back from the process-based vision of PMBOK version 6, but also from methodologies such as PRINCE2 and Scrum.

In relation to project management, this new version answers the question "**What to do?**" and thus returns to the fundamentals of project management from a value creation perspective.

PMBOK version 7 does not replace the previous version in the sense that the process group approach of V6 is still applicable in practice. Version 6 is still available via the **PMI Standard+** knowledge base.

The new version is based on universal and abstract principles that apply regardless of the context, methodology and predictive, adaptive or hybrid approach.

Thus, it allows a better contextual adaptation by taking into account the perpetual changes in the organisation as well as diverse practices.

The new corpus is not only aimed at project managers but at all stakeholders involved in a project (team members, sponsors, Product Owner, Scrum Master etc.).



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1- What is different from PMBOK version 6?

The new version does not aim to give detailed insights into the processes, tools and techniques used in project management, which is why the volume of the PMBOK V7 has been significantly reduced.

The PMBOK V7 describes the **12 principles** that guide the behaviour of stakeholders in a project. These principles are integrated into the **8 domains**, through the implementation of **models and techniques** to produce **artefacts**. The PMBOK consists of two parts:

- A section on the project management standard
- A section on the contents of the PMBOK V7

2- Introduction of the project management standard

The project management standard complies with the requirements of the American National Standards Institute (ANSI). This standard describes the *value delivery system* and the *principles* that form the basis of the PMBOK.

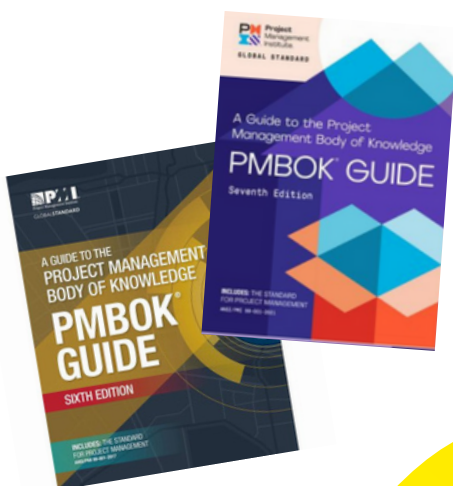
• Value Delivery System

Although the concept of value was already present in version 6, it becomes a central element in this new version. The criteria for a successful project go beyond meeting deadlines, cost and creating deliverables.

It is important to ensure that there is always a strategic alignment between the project and the organisation's strategy.

• 12 Principles

The 12 principles represent the basic recommendations for strategy, decision-making and problem-solving at project level. They are universal and apply regardless of the sector, environment or approach in which the project operates.



3- A new principles-based approach

You can find the 12 principles below:

- | | |
|---|---|
| 1 Be a diligent, respectful and attentive manager | 7 Adapt to the context |
| 2 Create a collaborative environment for the project team | 8 Ensure quality in processes and deliverables |
| 3 Engage stakeholders effectively | 9 Navigate complexities |
| 4 Focus on value | 10 Optimise risk responses |
| 5 Recognise, assess and respond to system interactions | 11 Accept adaptability and resilience |
| 6 Demonstrate leadership behaviour | 12 Foster change to achieve the envisioned future state |

As already mentioned, these principles represent the basic orientations that are infused into the **performance domains** and activities throughout the project.

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QRP International helps you to achieve professional excellence in the areas of project management, programme management, portfolio management, PMO, but also agility, change management and IT service management, through the following certifications **PRINCE2®, AgilePM®, Agile Change Management®, PMP®, OPEN PM2, PRINCE2 Agile®, MSP®, MoP®, P30®, Scrum, DevOps, SAFe, ITIL® and Change Management®.**

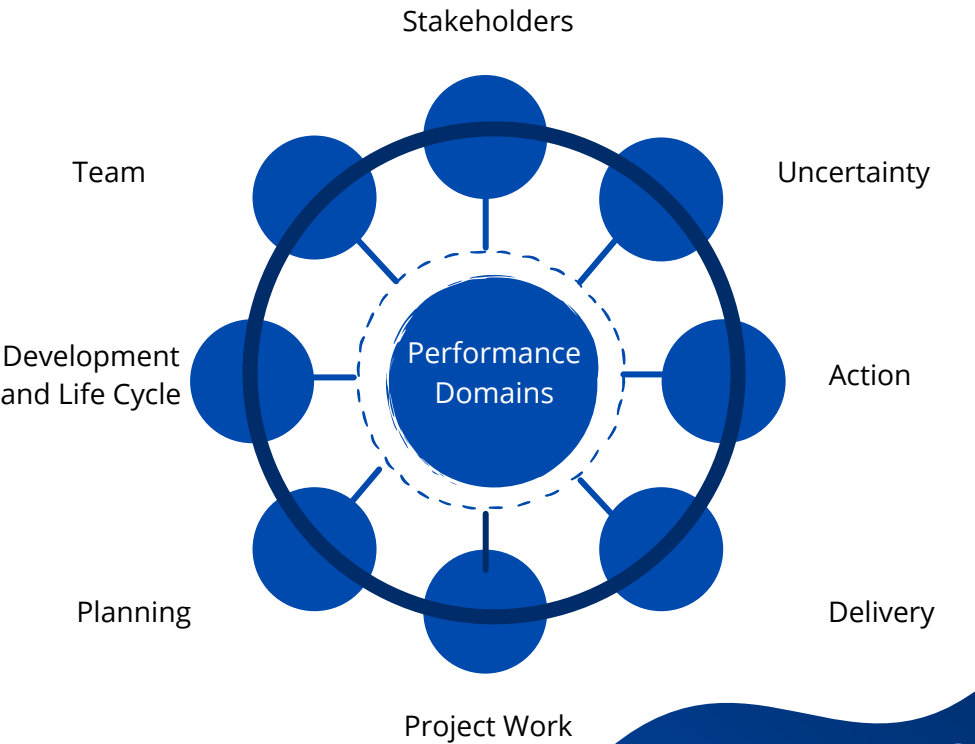
4- The 8 performance domains

The principles already mentioned are part of the ANSI standard but are not integrated in the PMBOK V7. The latter does indeed start at the level of the performance domains. Nevertheless, the principles guide the behaviour within these domains.

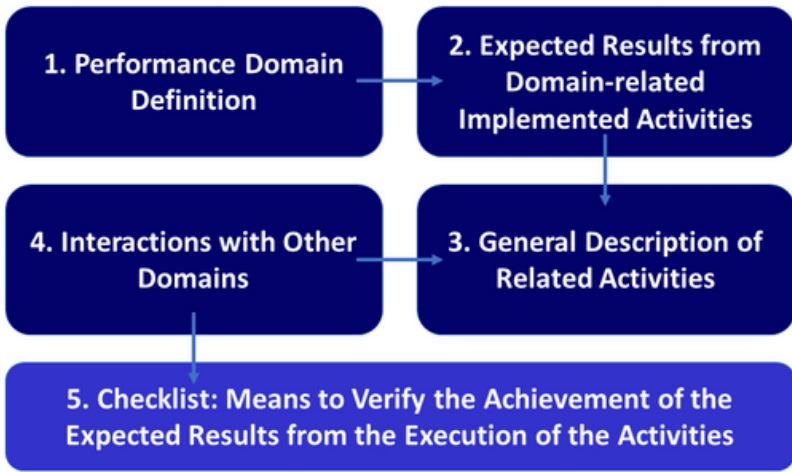
For example, the principle of *'involving stakeholders effectively'*, which is about managing stakeholders in a proactive way to achieve project success and customer satisfaction, is well reflected upon in the *'stakeholders'* performance domain, which outlines the activities and associated controls related to this.

A performance domain is a group of related activities that are essential to effectively achieve project results.

All 8 performance domains form a system where the areas are interrelated, they interact with each other and contribute in a unified way to the creation of the project results.



In the new version of the PMBOK, the domains are presented as follows:



5- The articulation between performance domains and models, techniques and artefacts

One of the major contributions of the new version is the grouping of all models, techniques and artefacts in a single section.

Models and techniques are used to create project artefacts (registers, plans, reports etc).

The idea is to present briefly those that are frequently used in project management, thus avoiding the redundancy already observed in version 6, where a model (or a technique) could be common to several processes.

To facilitate the use of these elements, version 7 presents **3 correspondence matrices** between models, techniques and artefacts on the one hand, and the performance domain on the other hand, in order to know which elements may be of interest for managing the performance domain in question.

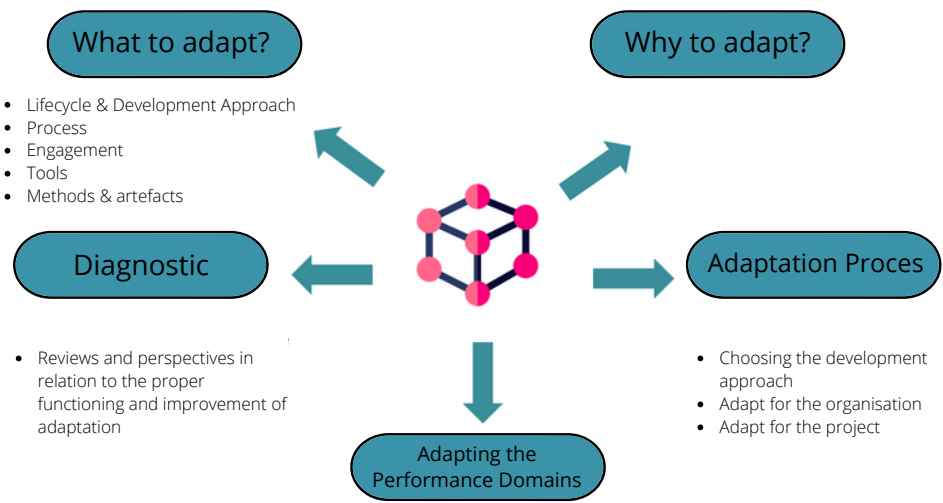
The new version of the PMBOK is also an opportunity for the **PMI** to introduce for the first time certain models and good practices such as the OSCAR coaching model or the Cynefin model to facilitate decision-making.

6- A section on adaptation

It is important to think about tailoring the project to its internal and external environment, teams, development approaches and life cycle.

Although adaptation considerations were already present in version 6 at the level of each knowledge domain, the new version describes a more comprehensive framework and guide for adaptation within a project. This makes the PMBOK 7 more adaptable and flexible.

The section covers the following elements:



7- Introduction of the PMI Standards+ platform

With the publication of the PMBOK 7, the PMI has also published an interactive platform in the form of basic knowledge.

This knowledge includes, among other things, the PMBOK 6, but also a breakdown of the performance domains of version 7 with case studies, videos and articles.

This proves once again that the previous version of the PMBOK is still useful and gives an idea of the processes, tools and techniques that will still be used in projects.

8- The impact of the new PMBOK on the exam

Before discussing the possible impact of the new PMBOK 7 on the exam, **it is essential to remember that the PMP certification is about the Exam Content Outline and not about the PMBOK in general.**

While the PMBOK is a basic reference for exam preparation, 9 other references are cited by the PMI, including the **PMI Agile Guide**.

The PMBOK is used with the other references to support and provide a basis for exam questions that are not based on memorization of definitions and concepts.

PMI has not yet officially added the PMBOK 7 to the examination outline (ECO). However, the examination will still cover the official content of the Authorized Trainer Partner 2021 programme, including PMBOK 6, until at least the end of 2021 (pending official communication of a possible date by PMI).

In theory, regardless of this date, **the future impacts of V7 on the exam will be minor**, as the new PMP 2021/2022 certification has balanced the content well between the different predictive and agile approaches. At the exam level, these different approaches can be equally reflected upon in the 180 exam questions. However, some of the models added in V7 still need to be reviewed.

Following a training course with an ATP accredited training organisation such as **QRP International** will avoid that you have to navigate between several references. The content of the accredited training course is carefully prepared by the PMI, and therefore based on the official examination guidelines (ECO). You will also be provided with mock exams to familiarise yourself with the type of questions you will be asked on the exam.