PMP Exam Changes

Impact of PMBOK 5th Edition

. How will updates to the *PMBOK® Guide*–Fifth Edition affect credential examinations?

When an update to a standard, such as the *PMBOK® Guide*–Fifth Edition, is released, credential exams are updated as appropriate to reflect changes in the professional reference. (Please see below for the Update Schedule).

It is estimated only a small percentage of examination items/questions require updates that directly address actual changes in the standards. As a regular part of the examination update process, PMI continually develops new questions that replace older questions on a periodic schedule rather than upon the immediate update/change of a particular reference.

When the PMI exam will change

Exam	Planned Date to Sit for Examination	Study Recommendation
PMP®	Prior to 31 July 2013	*PMBOK® Guide*–Fourth Edition
PMP®	After 31 July 2013	*PMBOK® Guide*–Fifth Edition

Major Updates

What are the major updates to the *PMBOK® Guide*–Fifth Edition?

The Fifth Edition continues to reflect the evolving knowledge within the profession of project management. Like previous editions it represents generally recognized good practice in the profession.

The PMBOK® Guide–Fifth Edition continues the tradition of excellence in project management with a standard that is easy to understand and implement.

The major updates to the Fifth Edition are summarized below:

- The content from Section 3 "The Standard for Project Management of a Project" has been moved to Annex A1. The new Section 3 addresses project management processes and Process Groups as in previous editions.

- A new Knowledge Area has been created called "Project Stakeholder Management" that increases the focus on identifying and engaging stakeholders. This increases the number of Knowledge Areas from nine to ten.

- Four planning processes have been added to reinforce the concept that each major Knowledge Area has a planning process focusing on how that area will be planned and executed.

X1.1 Scope of Update

- Comments and feedbacks for prior version
- Overall review for accuracy
- Appropriate alignment with ISO 21500
- Reposition former section II (Chapter 3) (Standard for Project Management), as a separate stand-alone, ANSI approved standard included within the Fifth Edition as an Appendix

X1.2 Rules for Handling ITTOs

- ITTO Fundamental rules
  - Inputs are any documents that are key to process
  - Process outputs should map as an input to another process unless the output is terminal output or embedded in another output
  - Comments and feedbacks for prior version
  - Process inputs should map as an output from another project management process unless the input comes from outside the project
- Project Document rules
  - On the ITTO input list, if the input is a major project document, it needs to be specifically listed out.
  - On the ITTO output list, specific project documents are put on the list the first time they are created as an output. Subsequently, these are listed as "project document updates" on the ITTO output list.

X1.2 Rules for Handling ITTOs

- Project Management Plan Outputs
  - On the ITTO input list, if the subsidiary plans and baselines from the project management plan serve as major process inputs, then these need to be specifically listed out.
  - On the ITTO output list, subsidiary plans and baselines for the project management plan are grouped as a single output as "project management plan updates"
  - On the ITTO input list, for those planning processes that create a subsidiary plan, the project management plan is listed as the key input.
  - For control processes, the key input is "project management plan" rather than specific subsidiary plans. And the output is "Project management plan updates" rather than an update to a specific subsidiary plan.
  - Overall review for accuracy

X1.2 Rules for Handling ITTOs

- EEF / OPA referencing rules for process inputs

  – When referencing EEF and OPA, the sections 2.1.4 and 2.1.5 are referred

- Other Consistency rules

  – Rename "Project Management Update" to "Project documents updates"

  – Rename "Organizational process asset updates" to Organizational process assets update"

  – Document titles are not to be capitalized

- Sequencing Rules

  – For inputs and outputs plans, subsidiary plans, and baselines are listed first

    - Project management plan first, then subsidiary plan, then baselines

    - When plans are a major output, they are always listed first

  – For inputs work performance data/information/reports, these are listed immediately before the enterprise environmental factors

  – Enterprise environmental factors and organizational process assets are listed last in that order

  – Tools and Techniques have meetings listed last

  – When updates are an output they are listed in the following sequence

    - Project management plan/subsidiary plan updates

    - Project document updates

    - Enterprise environmental factor updates

X1.3 Established Rules for Ensuring Harmonization

- For terms found in both the PMBok guide and the PMI lexicon, the PMI lexical takes precedence

- Where terms used in PMBok Guide and are not found in the PMI lexicon but are found in other standards like Project Management, Project Management Maturity Model. The terms will be escalated to PMI lexicon.

X1.4 Project Management Plan and its subsidiary Plans

- Four planning processes added

  - Plan Scope Management

  - Plan Schedule Management

  - Plan Cost Management

  - And Plan Stakeholder Management

X1.5 Consistency in handling project management work execution data and information flow

- To Align with the DIKW (Data, Information, Knowledge, Wisdom) model used in the fields of knowledge management

- Work Performance Data
  - Raw observations and measurements identified during activities performed to carry out the project work e.g. number of change requests, actual costs, actual durations etc

- Work Performance Information
  - The performance data collected from various controlling processes, analyzed in context and integrated based on relationships across areas e.g. status of deliverables, implementation status, status of change requests

- Work Performance Reports
  - The physical or electronic representation of work performance information compiled in project document. Intended to generate decision, raise issues, or awareness.

X 1.6 Section 1 Introduction

- Section 1.2, 1.4 and 1.6
- Section 1.5 expanded to discuss the project management and operations management
- Appendix X3 added to emphasize on importance of interpersonal skills of a project manager
- Section 1.8 moved to Section 2

X 1.7 Section 2 Project Life Cycle and Organization

- Section 2 is reorganized to improve content flow and understanding

- A new section added to address the characteristics and structure of project team

- Enterprise environmental factors moved from section 1 to section 2

X 1.8 Project Management Processes for a project

- Section 3 of PMBOK4 is moved to Annexure A1

X 1.9 New section 3

- Section 3 bridges the content between Section 1 and 2 and the knowledge areas sections.

X 1.10 Split section 10 on Project Communications Management

- Section 10 on Project Communications Management is split into two separate sections:
  - Project Communications Management
  - Project Stakeholders Management
- For Stakeholders Management new processes are defined in addition to existing ones:
  - Identify Stakeholders
  - Develop Stakeholders Management Plan
  - Manage Stakeholder Engagement
  - Control Stakeholder Engagement

X1.11 Process Changes

4.3 Direct and Manage Project Execution	Direct and Manage Project Work
	5.1 Plan Scope Management
5.5 Verify Scope	Validate Scope
	6.1 Plan Schedule Management
	7.1 Plan Cost Management
8.1 Plan Quality	Plan Quality Management
8.3 Perform Quality Control	Control Quality
9.1 Develop Human Resource Plan	Plan Human Resource Management
10.2 Plan Communications	10.1 Plan Communications Management
10.3 Distribute Information	10.2 Manage Communications
10.5 Report Performance	10.3 Control Communications
11.6 Monitor and Control Risks	Control Risks
12.1 Plan Procurements	Plan Procurement Management
12.3 Administer Procurements	Control Procurements
10.1 Identify Stakeholders	13.1 Identify Stakeholders
	13.2 Plan Stakeholder Management
10.4 Manage Stakeholder Expectations	13.3 Manage Stakeholder Engagement
	Control Stakeholder Engagement

X1.12 Section 4 – Project Integration Management Changes

Fourth Edition Sections	Fifth Edition Sections
4.1 Develop Project Charter	4.1 Develop Project Charter
4.2 Develop Project Management Plan	4.2 Develop Project Management Plan
4.3 Direct and Management Project Execution	4.3 Direct and Management Project Work
4.4 Monitor and Control Project Work	4.4 Monitor and Control Project Work
4.5 Perform Integrated Change Control	4.5 Perform Integrated Change Control
4.6 Close Project or Phase	4.6 Close Project or Phase

X1.13 Section 5 – Project Scope Management Changes

Fourth Edition Sections	Fifth Edition Sections
	5.1 Plan Scope Management
5.1. Collect Requirements	5.2. Collect Requirements
5.2. Create Scope	5.3. Create Scope
5.3. Create WBS	5.4. Create WBS
5.4. Verify Scope	5.5. Validate Scope
5.5 Control Scope	5.6 Control Scope

X1.14 Section 6 – Project Time Management Changes

Fourth Edition Sections	Fifth Edition Sections
	6.1 Plan Schedule Management
6.1. Define Activities	6.2. Define Activities
6.2. Sequence Activities	6.3. Sequence Activities
6.3. Estimate Activity Resources	6.4. Estimate Activity Resources
6.4. Estimate Activity Durations	6.5. Estimate Activity Durations
6.5 Develop Schedule	6.6 Develop Schedule
6.6. Control Schedule	6.7. Control Schedule

X1.15 Section 7 – Project Cost Management Changes

Fourth Edition Sections	Fifth Edition Sections
	7.1 Plan Cost Management
7.1. Estimate Costs	7.2. Estimate Costs
7.2. Determine Budget	7.3. Determine Budget
7.3. Control Cost	7.4. Control Cost

X1.16 Section 8 – Project Quality Management Changes

Fourth Edition Sections	Fifth Edition Sections
8.1. Plan Quality	8.1. Plan Quality Management
8.2. Perform Quality Assurance	8.2. Perform Quality Assurance
8.3. Perform Quality Control	8.3. Quality Control

X1.17 Section 9 – Project Human Resource Management Changes

Fourth Edition Sections	Fifth Edition Sections
9.1. Develop Human Resource Plan	9.1. Plan Human Resource Management
9.2. Acquire Project Team	9.2. Acquire Project Team
9.3. Develop Project Team	9.3. Develop Project Team
9.4 Manage Project Team	9.4 Manage Project Team

X1.18 Section 10 – Project Communications Management Changes

Fourth Edition Sections	Fifth Edition Sections
10.1. Identify Stakeholders	Moved to 13.1
10.2. Plan Communications	10.1. Plan Communications Management
10.3. Distribute Information	10.2.Manage Communications
10.4 Manage Stakeholder Expectations	Moved to 13.3
10.5 Report Performance	10.3 Control Communications

X1.19 Section 11 – Project Risk Management Changes

Fourth Edition Sections	Fifth Edition Sections
11.1. Plan Risk Management	11.1. Plan Risk Management
11.2. Identify Risks	11.2. Identify Risks
11.3. Performa Qualitative Risk Analysis	11.3. Performa Qualitative Risk Analysis
11.4 Performa Quantitative Risk Analysis	11.4 Performa Quantitative Risk Analysis
11.5 Plan Risk Responses	11.5 Plan Risk Responses
11.6 Monitor and Control Risks	11.6 Control Risks

X1.20 Section 12 – Project Procurement Management Changes

Fourth Edition Sections	Fifth Edition Sections
11.1. Plan Procurements	11.1. Plan Procurement Management
11.2. Conduct Procurements	11.2. Conduct Procurements
11.3. Administer Procurements	11.3. Control Procurements
11.4 Close Procurements	11.4 Close Procurements

X1.21 Section 13 – Project Stakeholder Management Changes

Fourth Edition Sections	Fifth Edition Sections
10.1. Identify Stakeholders	13.1 Identify Stakeholders
	13.2 Plan Stakeholder Management
10.4 Manage Stakeholder Expectations	13.3.Manage Stakeholder Engagement
	13.4 Control Stakeholder Engagement

X1.22 Glossary

- Ensure terms align and harmonize with the terms in the PMI lexicon

- Eliminate terms not used within PMBOK Guide

- Clarify meanings and improve the quality and accuracy of any translations

X1.23 Data Flow Diagrams

- Updated to remove inconsistencies and ensure each diagram accurately reflects the inputs and outputs associated with a given process