

***Project  
Management  
Body of  
Knowledge  
version 8***

***A quick look  
under the hood***

# Session Agenda

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Introduction

Evolution of the *PMBOK® Guide*

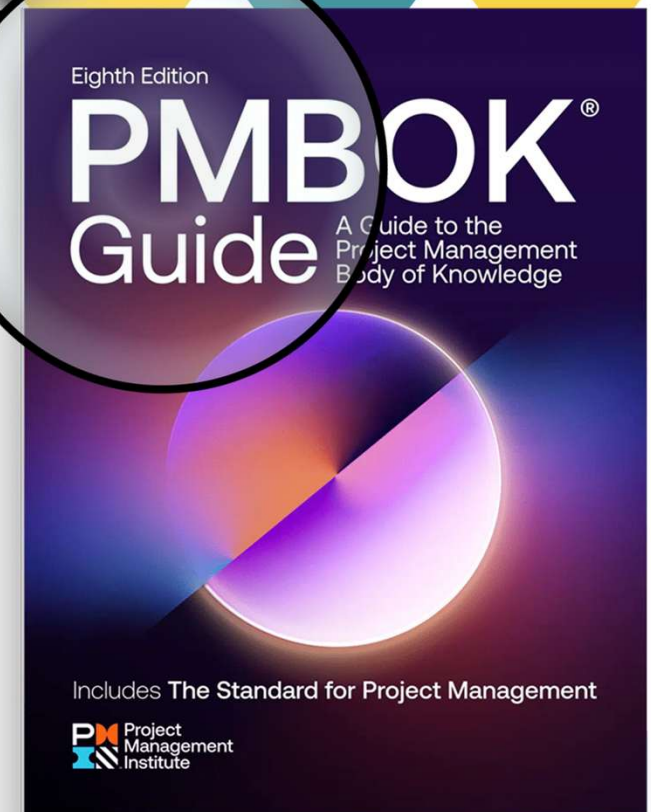
*PMBOK® Guide* 8 comparison

Key Version 8 changes and themes

Implications for practitioners and PMP®

Discussion and Q&A

Want to know more?

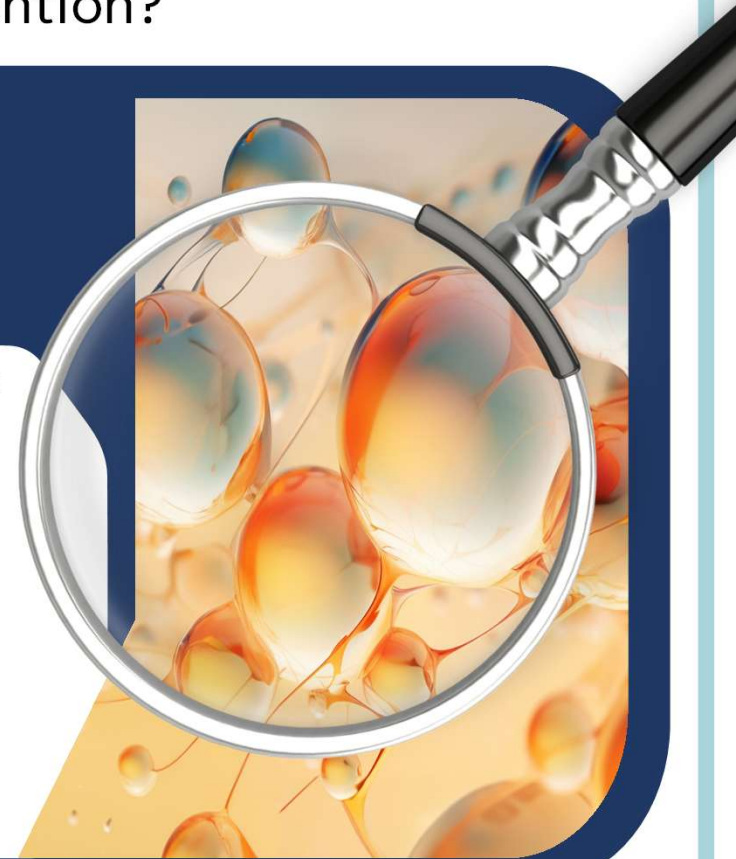


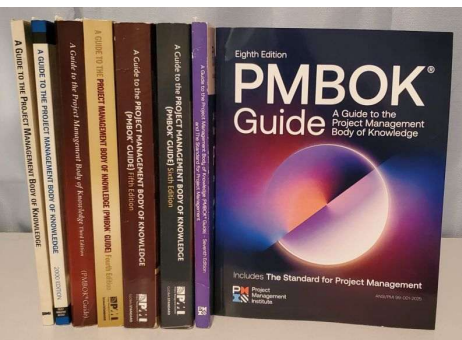
# Introduction

If you follow PMI® you have heard by now that the new *PMBOK® Guide* v8 was released this past November during the Global Congress in Phoenix, Arizona. But should you be paying attention?

This session will bring some of the highlights of version 8 and discuss the ways it has changed from previous versions.

We will also discuss the implications for PMs, organizations and for those wanting to take their PMP® exams soon.





# Evolution of the *PMBOK*<sup>®</sup> Guide

Edition	1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>	5 <sup>th</sup>	6 <sup>th</sup>	7 <sup>th</sup>	8 <sup>th</sup>
<b>Year</b>	1996	2000	2004	2008	2013	2017	2021	2025
<b># Knowledge Areas</b>	9	9	9	9	10	10	8 Domains	7 Performance Domains
<b># Processes</b>	37	39	44	42	47	49	12 Principles	40 Processes 6 Principles
<b># Pages</b>	176	211	388	459	589	786	274	401
<b>Add-ons</b>		Code Conduct				Agile Practice Guide	PMI standards+ reference on-line	
<b>Interesting Information:</b>	Integration KA is added	Ethics is part of PMP <sup>®</sup> exam EVM formulas	Hardest to study from for the Exam	Requirements is a Process and Triple constraints change	Stakeholder KA is added	Agile practices added	Shift from Process to Principles based	Review Domains & Principles, re-addition of processes Standard & Guide together in one version

# Why the Changes?

Reflects modern, complex project environments

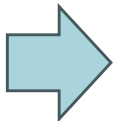
Supports predictive, adaptive, and hybrid approaches

Aligns with global standards and value delivery focus

Reintroduces KA as Domains and Process Groups as Focus Areas

Principles and Domains are readjusted and cleaned up

**Key definition changes:**



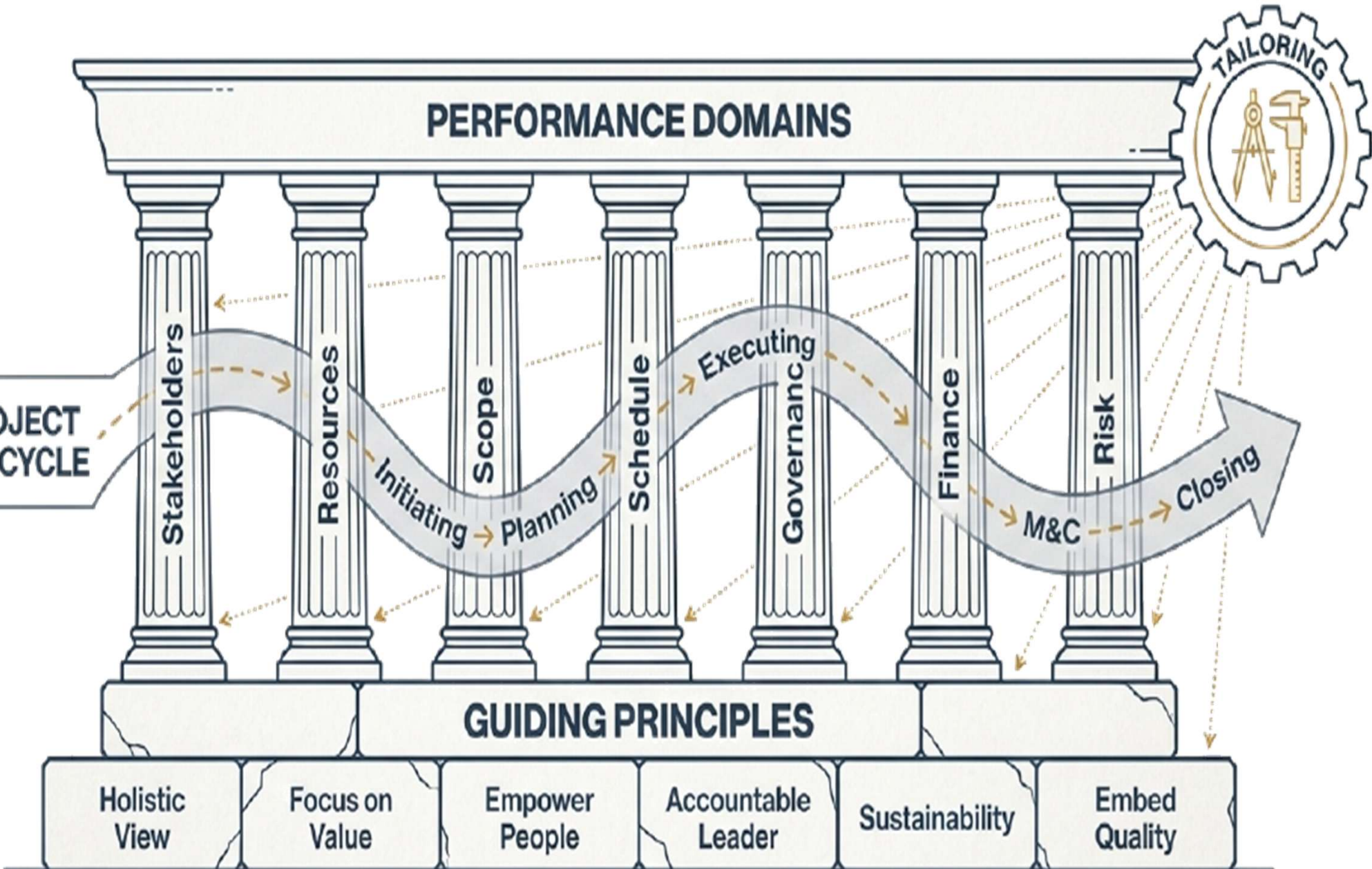
## **Project**

*a temporary initiative in a unique context undertaken to create value.*

## **Project management**

*application of knowledge, skills, tools and techniques to project activities to meet or exceed the intended value.*

# Modifying for a solid foundation



# Core Structure

## 6 Core Principles



## 7 Performance Domains



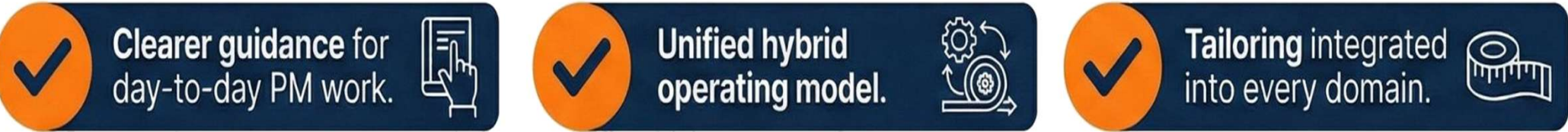
**40 Tailorable Processes**  
ITTOs are back — flexible, modern, and context-driven.

## 5 Focus Areas



Works across predictive, agile & hybrid.

## WHY IT MATTERS

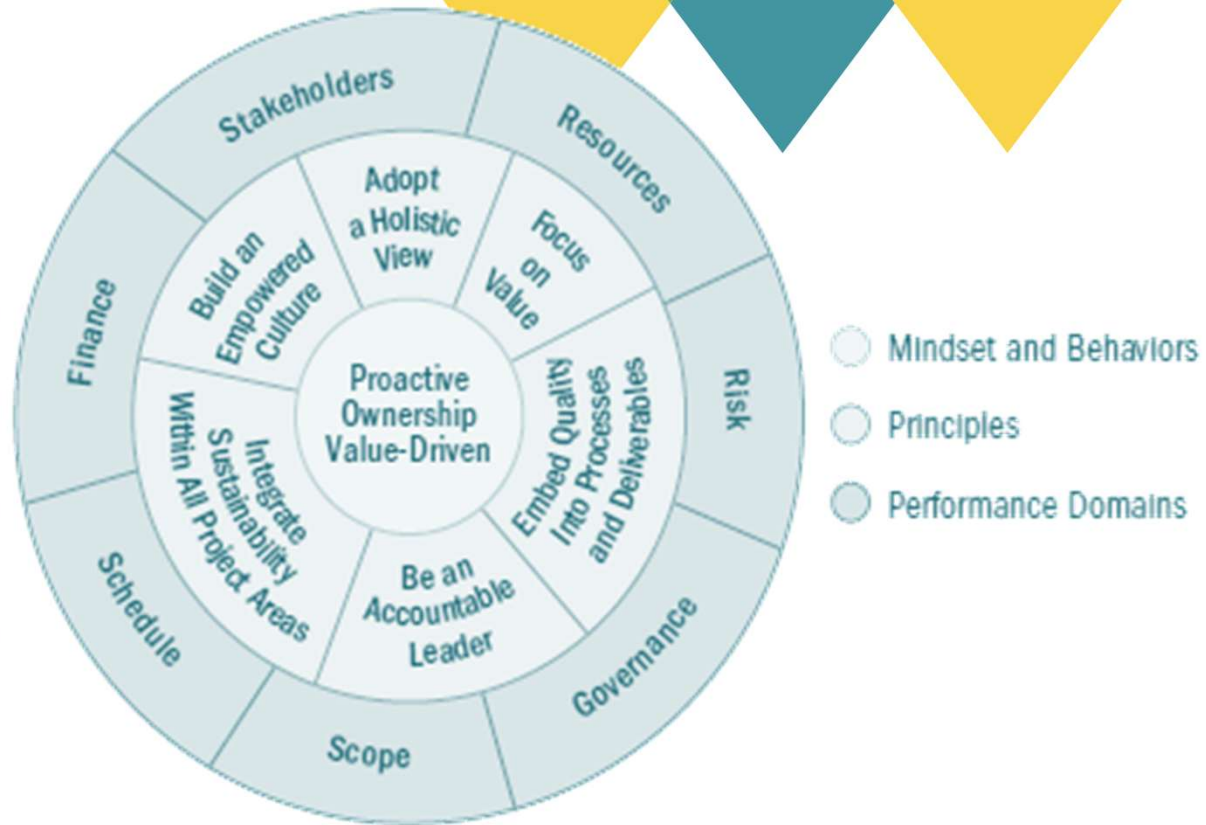


# Shift to Principle-Based Guidance

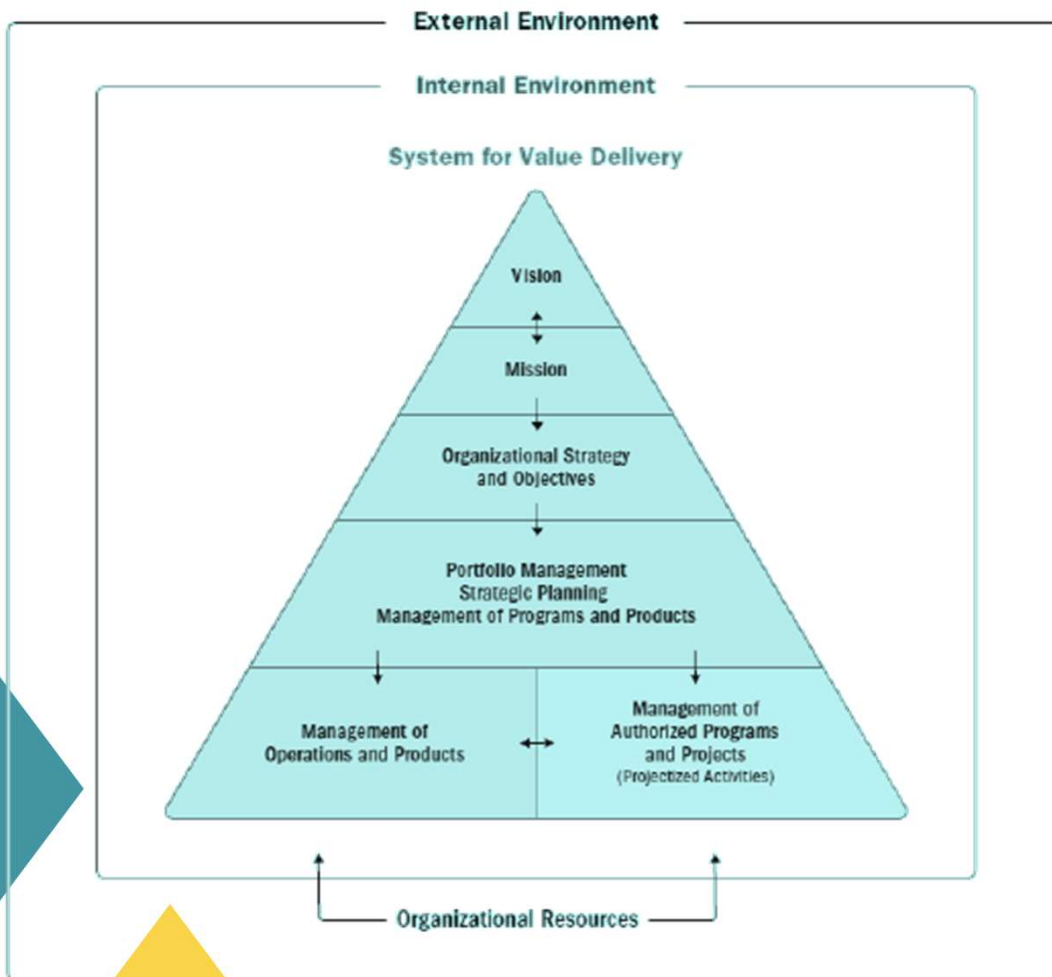
Moves away from rigid processes

Emphasizes professional judgment and tailoring

Supports context-driven decision making



# Focus on Value Delivery



Projects linked directly to organizational strategy

Benefits realization emphasized

Success measured beyond scope, time, and cost

# Performance Domains Evolution



People-centric and outcome-focused

Continuous stakeholder engagement

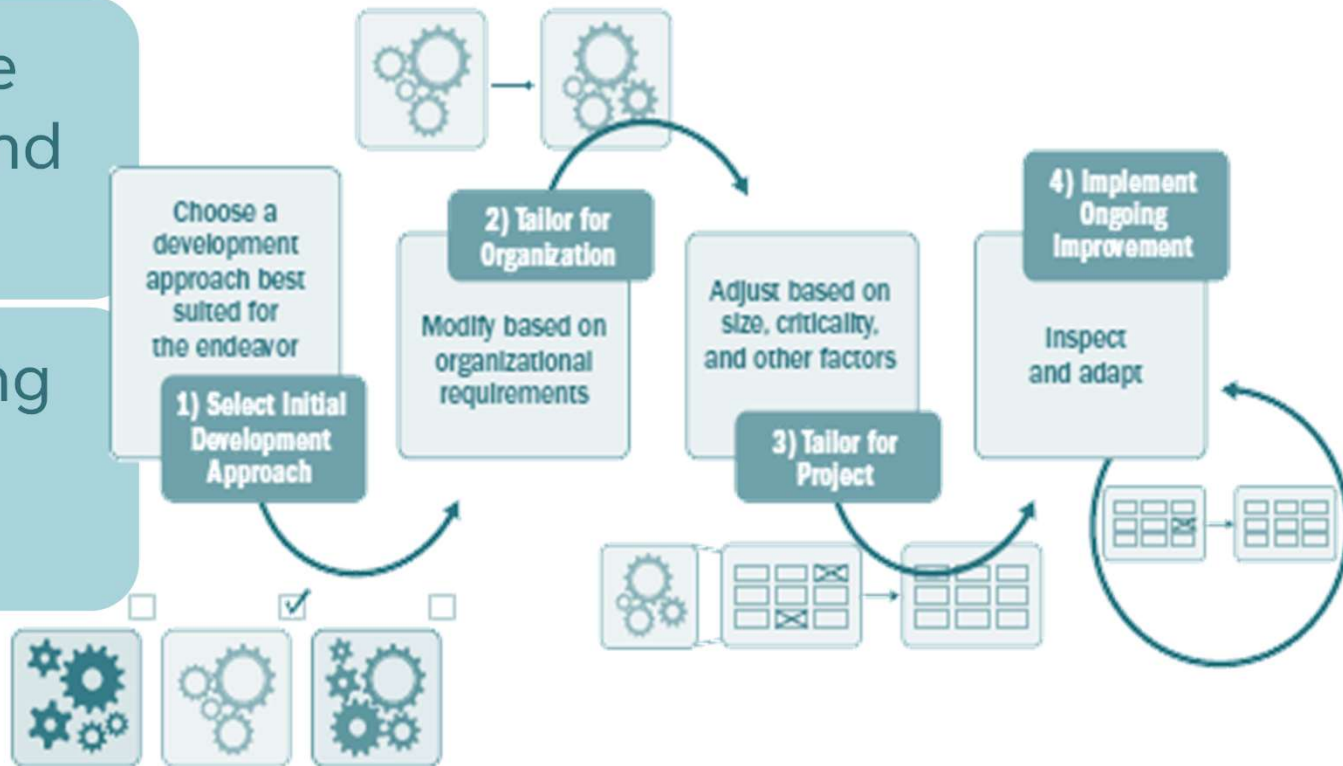
Integrated risk and uncertainty management

# Lifecycle Flexibility

Predictive, hybrid, and adaptive approaches supported

Scalable guidance across industries and maturity levels

Encourages tailoring instead of one-size-fits-all



# Leadership & Team Emphasis



Stronger focus on leadership behaviors

Empowered, collaborative teams

Modern workforce and cross-functional models

# Governance & Decision Making

Outcome and benefit-oriented metrics

Principle-driven governance frameworks

Improved executive visibility and alignment

Project Characteristics				
Organizational Structure Type	Work Group Arrangement	Project Manager's Authority	Project Manager's Role	Resource Availability
Organic or simple	Flexible; people working side by side	Low	Part-time role; may or may not be a designated job role such as coordinator	Low
Functional (centralized)	Job being done (e.g., engineering, manufacturing)	Low	Part-time role; may or may not be a designated job role such as coordinator	Low
Multidivisional (may replicate functions for each division with little centralization)	One of the following: product; production processes; portfolio; program; geographic region; customer type	Low	Part-time role; may or may not be a designated job role such as coordinator	Low
Matrix—strong	By job function, with project manager as a function	Moderate to high	Full-time, designated job role	Moderate to high
Matrix—weak	Job function	Low	Part-time role; done as part of another job and not a designated job role such as coordinator	Low
Matrix—balanced	Job function	Low to moderate	Part-time role; embedded in the functions as a skill and may not be a designated job role such as coordinator	Low to moderate
Project-oriented (composite, hybrid)	Project	High to almost total	Full-time, designated job role	High to almost total
Virtual/network	Network structure with nodes at points of contact with other people	Low to moderate	Full-time or part-time role	Low to moderate
Hybrid	Mix of other types	Mixed	Mixed	Mixed

# PMBOK® Guide now to version 8

## PMBOK® Guide – Sixth Edition

### A Guide to the Project Management Body of Knowledge:

- Introduction, Project Environment, and Role of the Project Manager
- Knowledge Areas
  - Integration
  - Scope
  - Schedule
  - Cost
  - Quality
  - Resources
  - Communications
  - Risk
  - Procurement
  - Stakeholders

### The Standard for Project Management:

- Initiating
- Planning
- Executing
- Monitoring and Controlling
- Closing

Appendixes, Glossary, and Index

## PMBOK® Guide – Seventh Edition

### The Standard for Project Management:

- Introduction
- System for Value Delivery
- Project Management Principles
  - Stewardship
  - Team
  - Stakeholders
  - Value
  - Systems Thinking
  - Leadership
  - Tailoring
  - Quality
  - Complexity
  - Risk
  - Adaptability and Resiliency
  - Change

### A Guide to the Project Management Body of Knowledge:

- Project Performance Domains:
  - Stakeholders
  - Team
  - Development Approach and Life Cycle
  - Planning
  - Project Work
  - Delivery
  - Measurement
  - Uncertainty
- Tailoring
- Models, Methods, and Artifacts

Appendixes, Glossary, and Index

## PMBOK® Guide – Eighth Edition

### A Guide to the Project Management Body of Knowledge:

#### Project Management Performance Domains:

- Governance
- Scope
- Schedule
- Finance
- Stakeholders
- Resources
- Risk
- Tailoring
- Inputs and Outputs
- Tools and Techniques

Appendixes, Glossary and Index

### The Standard for Project Management

#### Project Management Focus Areas

- Initiating
- Planning
- Executing
- Monitoring and Controlling
- Closing

#### System for Value Delivery

#### Project Management Principles

- Adopt a Holistic View
- Focus on Value
- Embed Quality Into Processes and Deliverables
- Be an Accountable Leader
- Integrate Sustainability Within All Project Areas
- Build an Empowered Culture

# ONE Thing...

Procurement has been relocated to an Appendix.

This is the one thing that I am not in agreement with. PMs **NEED** to have a better understanding of procurement to ensure success and value creation.

Year	Title	Contract or Procurement Knowledge Areas / Domains	Processes (ITTO)	Process List	Change Notes
1996	PMBOK v1	Project Procurement Management	6	Procurement Planning Solicitation Planning Solicitation Source Selection Contract Administration Contract Close-out	Full procurement lifecycle included
2000	PMBOK v2	Project Procurement Management	6	Procurement Planning Solicitation Planning Solicitation Source Selection Contract Administration Contract Close-out	Procurement structure maintained; no major change
2004	PMBOK v3	Project Procurement Management	6	Plan Purchase and Acquisition Plan Contracting Request Sellers Responses Select Sellers Contract Administration Contract Closure	Renamed processes; lifecycle still complete
2008	PMBOK v4	Project Procurement Management	4	Plan Procurement Conduct Procurement Administer Procurement Close Procurement	Process count reduced; consolidation begins
2013	PMBOK v5	Project Procurement Management	4	Plan Procurement Management Conduct Procurement Control Procurement Close Procurement	Further consolidation; control functions merged
2017	PMBOK v6	Project Procurement Management	3	Plan Procurement Management Conduct Procurement Control Procurement	Streamlined to three processes; reduced depth
2021	PMBOK v7	-	-	-	Procurement knowledge area removed from process model
2025	PMBOK v8	-	-	-	Procurement knowledge area removed from process model

★ Table above shows evolution of the Procurement KA

# Implications for Practitioners



Greater flexibility in how projects are managed



Increased emphasis on judgment and adaptability



Stronger alignment with organizational value

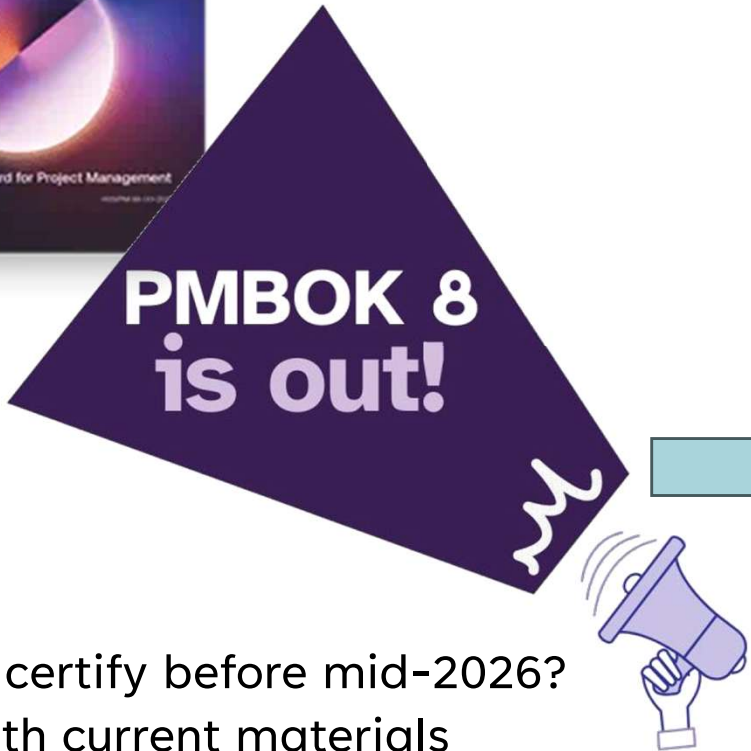
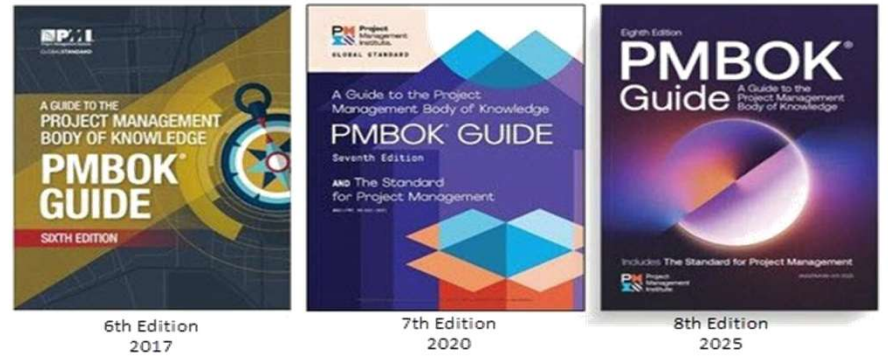
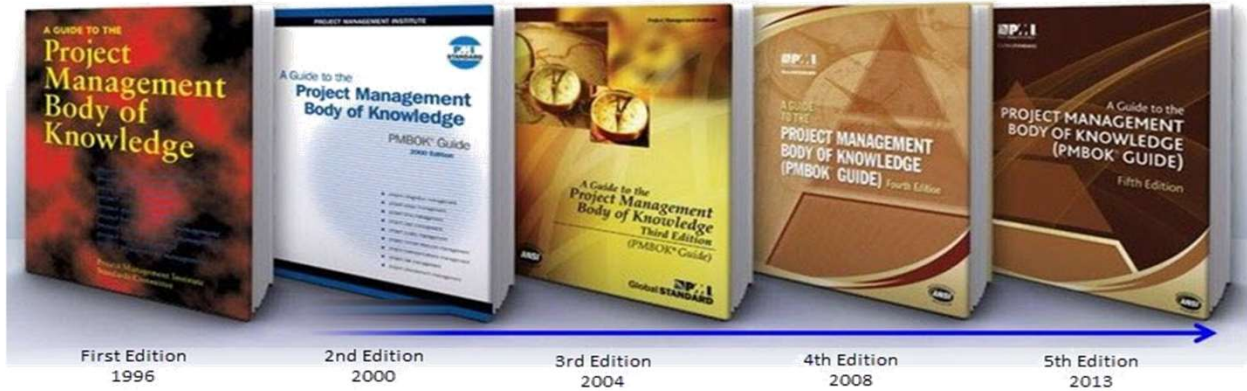
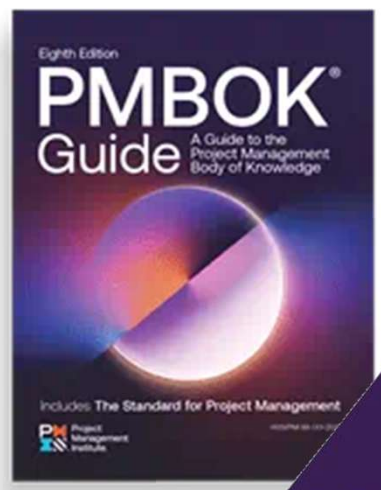


Reflects the reality of what we see out there



The results of the most requested upgrade from surveys and stakeholder feedback – *PMI<sup>®</sup> listened*

# Implications for PMP® Exam



**July 2026**  
The new PMP exam launches around the world. All PMP candidates will start taking the test in its new format.

Planning to certify before mid-2026?  
Continue with current materials  
(PMBOK 7, Process Groups Practice Guide, Agile Practice Guide, 2021 ECO)  
and aim to sit the exam before July 2026.

# Changes in PMP® alignment

Project management experience, education and training must be obtained within **8 years** of the date of application with the current exam. This now changes to **10 years**.

**You have a bachelor's degree**

- **35 contact hours** of formal project management education
- **36 months – 3 years unique non-overlapping** professional management experience
- at least **4500 hours** spent leading and directing project tasks

**You have a high school degree**

- **35 contact hours** of formal project management education
- **60 months – 5 years unique non-overlapping** professional experience
- at least **7500 hours** spent leading and directing project tasks

Number of Scored Questions	Number of Pretest (Unscored) Questions	Total Exam Questions
175 → 175	5 → 10	180 → 185

**Exam components:**

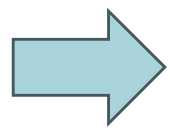
**Allotted Exam Time**  
230 → 240 Minutes

Conceptual understanding increasingly important



**Domain Weightage**

People 42%  
Process 50%  
Business Env 8%



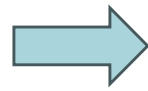
People 33%  
Process 41%  
Business Env 26%



It's not about Memorizing...



**Delivery Approaches** ~ 50% Predictive / ~ 50% Agile-Hybrid



~ 40% Predictive / ~ 60% Agile-Hybrid

**New Question Types:**



**Exam Format**

MCQ + Multi-response + Drag & Drop



Enhanced matching



Graphic-based & point-and-click



Case/scenario-based

Current Exam



2026 Exam

**No need to panic...  
Full changes do not  
take effect until  
July 2026...**

- ✓ **Core concepts remain same; tasks reorganized**
- ✓ **Greater focus on agile, leadership, strategy**
- ✓ **If preparing now → stay on the 2021 ECO (Exam content outline)**
- ✓ **Zero impact until July 2026**



**Where do you stand?**

# Key Takeaways



*PMBOK® Guide*  
version 8  
focuses on  
**value, people,**  
and **principles**



Designed for  
today's **complex**  
project  
environments



Enables  
**adaptable,**  
**scalable** project  
management





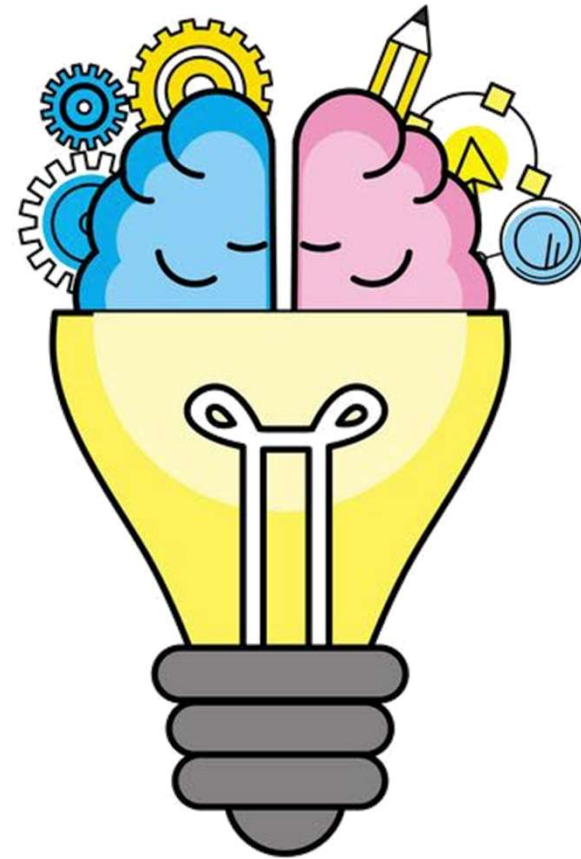
# Want to Know More?

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List of useful resources to check out:

- Rich Weller has several videos for each of the new sections of the PMBOK® Guide:  
[https://www.youtube.com/channel/UC0H1bEF8N0mcUT7\\_u7sSp2A/videos](https://www.youtube.com/channel/UC0H1bEF8N0mcUT7_u7sSp2A/videos)
- As a PMI® member you can download a copy for free at:  
<https://www.pmi.org/standards/pmbok>
- If you prefer a hard copy, easiest is Amazon or Indigo

*Careful with resources found out there, make sure that they are geared towards the right version.*



A magnifying glass with a silver frame and a black handle is positioned over a background of colorful, iridescent bubbles. The text "Thank You!" is written in a bold, dark blue font inside the lens of the magnifying glass. The background features a gradient from light blue to yellow, with various sized bubbles in shades of orange, blue, and white.

**Thank  
You!**