Welcome to PMBOK® Guide — Seventh Edition!

Find your desired topic from the list below and copy/paste into the search feature.

Table of Contents

THE STANDARD FOR PROJECT MANAGEMENT

1 INTRODUCTION

- 1.1 Purpose of The Standard for Project Management
- 1.2 Key Terms and Concepts
- 1.3 Audience for this Standard

2 A SYSTEM FOR VALUE DELIVERY

- 2.1 Creating Value
 - 2.1.1 Value Delivery Components
 - 2.1.2 Information Flow
- 2.2 Organizational Governance Systems
- 2.3 Functions Associated with Projects
 - 2.3.1 Provide Oversight and Coordination
 - 2.3.2 Present Objectives and Feedback
- 2.3.3 Facilitate and Support
- 2.3.4 Perform Work and Contribute Insights
- 2.3.5 Apply Expertise
- 2.3.6 Provide Business Direction and Insight
- 2.3.7 Provide Resources and Direction
- 2.3.8 Maintain Governance
- 2.4 The Project Environment
 - 2.4.1 Internal Environment
 - 2.4.2 External Environment
- 2.5 Product Management Considerations

3 PROJECT MANAGEMENT PRINCIPLES

3.1 Be a Diligent, Respectful, and Caring Steward

- 3.2 Create a Collaborative Project Team Environment
- 3.3 Effectively Engage with Stakeholders
- 3.4 Focus on Value
- 3.5 Recognize, Evaluate, and Respond to System Interactions
- 3.6 Demonstrate Leadership Behaviors
- 3.7 Tailor Based on Context
- 3.8 Build Quality into Processes and Deliverables
- 3.9 Navigate Complexity
- 3.10 Optimize Risk Responses
- 3.11 Embrace Adaptability and Resiliency
- 3.12 Enable Change to Achieve the Envisioned Future State References

A GUIDE TO THE PROJECT MANAGEMENT BODY OF KNOWLEDGE (PMBOK® GUIDE)

1.INTRODUCTION

- 1.1 Structure of the PMBOK® Guide
- 1.2 Relationship of the PMBOK® Guide and The Standard for Project Management
- 1.3 Changes to the PMBOK® Guide
- 1.4 Relationship to PMIstandards+

2. PROJECT PERFORMANCE DOMAINS

- 2.1 Stakeholder Performance Domain
 - 2.1.1 Stakeholder Engagement
 - 2.1.2 Interactions with Other Performance Domains
 - 2.1.3 Checking Results
- 2.2 Team Performance Domain
 - 2.2.1 Project Team Management and Leadership
 - 2.2.2 Project Team Culture
 - 2.2.3 High-Performing Project Teams
 - 2.2.4 Leadership Skills
 - 2.2.5 Tailoring Leadership Styles
 - 2.2.6 Interactions with Other Performance Domains
 - 2.2.7 Checking Results

2.3 Development Approach and Life Cycle Performance Domain
2.3.1 Development, Cadence, and Life Cycle Relationship
2.3.2 Delivery Cadence
2.3.3 Development Approaches
2.3.4 Considerations for Selecting a Development Approach
2.3.5 Life Cycle and Phase Definitions
2.3.6 Aligning of Delivery Cadence, Development Approach, and Life Cycle
2.3.7 Interactions with Other Performance Domains
2.3.8 Measuring Outcomes
2.4 Planning Performance Domain
2.4.1 Planning Overview
2.4.2 Planning Variables
2.4.3 Project Team Composition and Structure
2.4.4 Communication
2.4.5 Physical Resources
2.4.6 Procurement
2.4.7 Changes
2.4.8 Metrics
2.4.9 Alignment
2.4.10 Interactions with Other Performance Domains
2.4.11 Checking Results
2.5 Project Work Performance Domain
2.5.1 Project Processes
2.5.2 Balancing Competing Constraints
2.5.3 Maintaining Project Team Focus
2.5.4 Project Communications and Engagement
2.5.5 Managing Physical Resources
2.5.6 Working with Procurements
2.5.7 Monitoring New Work and Changes
2.5.8 Learning throughout the Project

2.5.9 Interactions with Other Performance Domains

	2.5.10 Checking Results
	2.6 Delivery Performance Domain
	2.6.1 Delivery of Value
	2.6.2 Deliverables
	2.6.3 Quality
	2.6.4 Suboptimal Outcomes
	2.6.5 Interactions with Other Performance Domains
	2.6.6 Checking Results
	2.7 Measurement Performance Domain
	2.7.1 Establishing Effective Measures
	2.7.2 What to Measure
	2.7.3 Presenting Information
	2.7.4 Measurement Pitfalls
	2.7.5 Troubleshooting Performance
	2.7.6 Growing and Improving
	2.7.7 Interactions with Other Performance Domains
	2.7.8 Checking Results
	2.8 Uncertainty Performance Domain
	2.8.1 General Uncertainty
	2.8.2 Ambiguity
	2.8.3 Complexity
	2.8.4 Volatility
	2.8.5 Risk
	2.8.6 Interactions with Other Performance Domains
	2.8.7 Checking Results
3.TAIL	ORING
	3.1 Overview
	3.2 Why Tailor?
	3.3 What to Tailor
	3.3.1 Life Cycle and Development Approach Selection

3.3.2 Processes

3.3.3 Engagement		
3.3.4 Tools		
3.3.5 Methods and Artifacts		
3.4 The Tailoring Process		
3.4.1 Select Initial Development Approach		
3.4.2 Tailor for the Organization		
3.4.3 Tailor for the Project		
3.5 Tailoring the Performance Domains		
3.5.1 Stakeholders		
3.5.2 Project Team		
3.5.3 Development Approach and Life Cycle		
3.5.4 Planning		
3.5.5 Project Work		
3.5.6 Delivery		
3.5.7 Uncertainty		
3.5.8 Measurement		
3.6 Diagnostics		
3.7 Summary		
4. MODELS, METHODS, AND ARTIFACTS		
4.1 Overview		
4.2 Commonly Used Models		

- 4.2.1 Situational Leadership Models
- 4.2.2 Communication Models
- 4.2.3 Motivation Models
- 4.2.4 Change Models
- 4.2.5 Complexity Models
- 4.2.6 Project Team Development Models
- 4.2.7 Other Models
- 4.3 Models Applied Across Performance Domains
- 4.4 Commonly Used Methods
 - 4.4.1 Data Gathering and Analysis

4.6 Commonly Used Artifacts 4.6.1 Strategy Artifacts 4.6.2 Logs and Registers 4.6.3 Plans 4.6.4 Hierarchy Charts 4.6.5 Baselines 4.6.6 Visual Data and Information 4.6.7 Reports

4.6.9 Other Artifacts

4.4.2 Estimating

4.4.3 Meetings and Events

4.5 Methods Applied Across Performance Domains

4.6.8 Agreements and Contracts

4.7 Artifacts Applied Across Performance Domains

4.4.4 Other Methods