PMBOK® Guide: Part 2

Improvements

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PMBOK® Guide

Part 2 – Improvements

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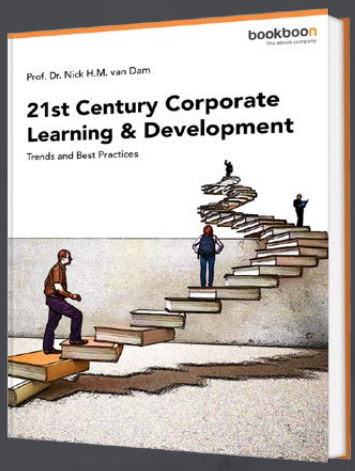

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Dedication

To all my students, friends, colleagues, and clients, who have patiently listened to me talk about the PMBOK® Guide!

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This publication

This e-book is Part 2 of a two-part series on the PMBOK® Guide, A Guide to the Project Management Body of Knowledge®. The guide is a globally recognized standard document on project management.

Part 1 of the series focuses on the current reality – the status of the guide as it stands today. This Part includes a historical perspective, an overview, gaps, inconsistencies, and the good things about it.

Part 2 shift to the author perspective on how to improve the guide – the desired outcome that would help this guide better and clearer for the project management professional community.

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The author and PMI / PMBOK® Guide

We do realize that what we offer here is a different perspective, and it can be controversial. In some cases, this book might challenge the conventional wisdom for some readers. These readers might consider part of the content as critique, or even criticism of the PMBOK® Guide. We ask them to read the content carefully and reconsider their positions.

What we offer here is a professional (subject matter expert) opinion based on close to two decades of using this guide in real world practice on small, medium, large, and mega projects. We have used its concepts on industrial projects, and on day-to-day internal projects. Projects such as writing and publishing a book, launching a new office, launching a business, developing a web portal, and many other types of projects.

Further, the author is a contributor to the earlier versions of the guide.

We also ask you to recognize that the PMBOK® Guide is at the heart of the SUKAD Seven Elements of Project Management Maturity™ model[1], which we mention in Chapter 1 of this e-book.

Finally, if a reader still thinks that what we offer here is a critique or uninformed opinion, we refer you to the PMBOK® Guide notice page[2], and even re-read Chapters 1 and 2 of the guide[3]. You will notice what we offer here is indeed a professional opinion and a review; not critique or criticism.

We must close by saying that what we cover here is in line with the intent of the Guide, PMI, and the volunteers contributing to the guide, which is a continual improvement!

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Section IV:
Improvements Related to Part 1

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1 Introduction to Part 2

1.1 Overview

In Part 1 of this two-part series on the PMBOK® Guide we addressed gaps, inconsistencies, areas not emphasized enough and common misunderstandings.

In Section I of this Part, we will revisit those topics and offer specific suggestions for improvement. Further, in Section II of this Part, we will pose new concepts and structural changes that we are recommending to transform the PMBOK® Guide.

Most of what we suggest, we are already using in the application of The Customizable and Adaptable Methodology for Managing Projects™ (CAM²P™) for our internal and clients' projects.

1.2 What to include in a revised PMBOK® Guide

Should the guide address all of the points that we raise in these chapters?

The PMBOK® Guide cannot cover all of these topics with the necessary details. It would not be logical, nor practical, nor necessary. This is why this PMI publication is a guide to 'the project management body of knowledge' and not THE body of knowledge.

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However, the guide should dedicate more than one additional chapter to highlight these points, similar to what we are doing in this book. To be clear, we are not recommending to replicate this e-book series. Many of the topics that we address here are already in the guide and would require more emphasis within the existing chapters. Others, yes, they would require additional chapters. One possible approach is to add these topics (as chapters[4]) in the first part of the guide with the first three chapters. Alternatively, our recommendation is to add a section to the guide with the title "Applying the PMBOK® Guide" or "Visualizing the Application of the PMBOK® Guide."

The additional chapters would be significant to stress what is and is not included in the PMBOK® Guide, especially for professionals new to project management (even experienced practitioners), to understand the boundaries and the purpose of the guide. Without such chapters (section), professionals are going to continue to misunderstand some aspects of this important project management resource.

1.3 More content = more pages

Would not this make the guide even bigger than it already is?

No necessarily since there are many ways to restructure the PMBOK® Guide, add the important content and still reduce its size.

1.4 Reducing the size of the guide

1.4.1 White space

The guide already includes a great deal of white space. We believe just eliminating these unnecessary white spaces (the empty areas on pages) will probably be more than enough to cover additional content.

1.4.2 Remove redundancies

There are many topics that are mentioned several times, in almost identical terms, in different places. A solution for this would be a strict editor to remove these redundancies[5].

1.4.3 Inputs – Tools & Techniques – Outputs

The guide's current structure, covering all of the inputs – tools and techniques – and outputs has many repetitions; some of these could also be eliminated. However, we do not want to lose this content. There are two options to maintain the content.

1.4.3.1 Practice standards

When the PMBOK® Guide was published in 1996, it was a single standard in the PMI library[6]. Therefore, covering all of the inputs – tools and techniques – and outputs (ITTOs) might have been necessary. Today, PMI publishes a practice standard for every knowledge area, well almost. These practice standards have the same processes with their ITTOs.

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Consequently, our recommendation would be:

- PMI to publish a few more practice standards to cover the topics that do not have practice standards now, and
- Remove all of the inputs – tools and techniques – and outputs details from the PMBOK® Guide and putting them in the practice standard documents.

1.4.3.2 Segregating ITTOs[7]

There are many common inputs and outputs can be grouped in an introductory chapter. Then, provide a table showing where each input – output is used.

Similarly, one can do the same for common tools, such as PMIS and expert judgment. Only provide the name of the tool in the knowledge area, and have a tools chapter at the end providing sufficient detail to understand the objective of the tool, but not how it works in detail.

1.4.4 External references

If PMI and the PMBOK® Guide update teams do not believe some of these additional topics belong in the guide, then offer reference on where they are covered adequately.

With these recommendations, the guide might even shrink in size despite the additional chapters and processes that we are suggesting in this e-book series.

1.5 Closing comments

There will be many suggestions here and we do realize some are controversial or debatable, which is fine since the PMBOK® Guide updates team can evaluate and make the final judgment, assuming PMI will authorize a major restructuring for the guide. We also realize some points might be sensitive, yet, we do believe the PMBOK® Guide must change or risk losing value.

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2 Covering The Missing Parts

2.1 What is missing?

The following is a list of the topics that we listed as missing from the PMBOK® Guide.

- A methodology,
- Organizational system,
- Tailoring and customization,
- Project classifications,
- Templates and forms,
- Project life cycle,
- Benefits realization, and
- References for external resources.

2.2 A methodology

Since the PMBOK® Guide design is to be a generic guide it cannot be a method and our recommendation is to keep it that way. The guide should not offer a method, and this point need to be stressed, more than it is now. Therefore, adding a few sentences in various places explaining why the guide is not and cannot be a method would be of significant benefit.

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2.3 Organizational system

The basis of the PMBOK® Guide is that it covers the processes required to manage a single project (a generic project). It is also designed on the basis that an organizational project management (OPM) system already exists. We agree with this approach and emphasize that the guide should not include an OPM system. This recommendation is for two reasons:

- The guide is not the proper platform to include an OPM system.
- OPM systems must be highly tailored to the organizational and project context and would not be practical to address here.

Therefore, our recommendation is to emphasize this principle in various part of the guide and show examples to help visualize the link and differences between an OPM system and the actual processes to manage a project.

2.4 Tailoring and customization

The PMBOK® Guide does not include industry/application area specific processes or knowledge areas. This situation is perfectly acceptable and should be emphasized in the same way as the previous two points.

2.5 Project classification

We have a dedicated chapter on this topic in Section V.

2.6 Templates and forms

The guide is not a manual and cannot be and should not be. Templates and forms should be part of the organizational project management system, as discussed already.

2.7 Project life cycle

Since the guide is not industry or domain specific and is not a method, it cannot offer a fixed project life cycle. However, to remind the reader, in the earlier editions, the PMBOK® Guide used to show sample project life cycles from different industries. That was helpful, and we do recommend adding a few images showing the project life cycles from various domains.

It would also help if the PMBOK® Guide shows how the process groups relate to the phases of these project life cycles, but that is also a dedicated chapter in Section V.

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2.8 Benefits realization and new project definition

Benefits realization is directly related to the definition of what is a project.

The definition of project in the guide focuses on the output – ***the output being a product, service, or result*** (The Project Management Institute, 2013). However, projects are about delivering an outcome and realizing the benefits expected when the project was approved. Therefore, it is important to distinguish between output and outcome and change the project definition accordingly.

The current definition of a project is "*A project is a temporary endeavor undertaken to create a unique product, service or result*." (The Project Management Institute, 2013) Our recommended revision of the definition of a project would be to add: "**and deliver benefits to the organization**."

There are many reasons for this recommendation:

- It emphasizes that projects are about delivering benefits and not just outputs.
- It encourages, or mandate, the team to define criteria for measuring success.
- It also clarifies the need to have a dimension for measuring success that is not limited to technical delivery of the output or time and cost.
- It will help minimize the confusion between projects and sub-projects or phases since each phase or sub-project deliver an output and cannot deliver benefits until all of the parts are connected.
- The previous point also helps clarify the different between projects that have phases and sub-projects, each delivering an output but not benefits; and programs that have projects each delivering benefits independent of the overall program benefits.

2.9 References and external resources

The recommendations here are obvious and would align with the three points we raised in Part 1. These are:

- Provide references and credits to the source of the content like all publications are obligated to do.
- Eliminate the PMI mandates that the volunteers assign their copyrights to PMI for any content that they submit. The volunteers can assign PMI the rights to use the information, but the original contributor also retain ownership. This is a form of joint ownership.
- It would be good if the guide includes references to other publications and resources that would help the practitioners, even if PMI does not publish it. There are many organizations that publish resources that are more in depth than what PMI covers, for certain topics. Examples of this would be what is published by the International Project Management Association (IPMA), The Association for Advancement of Cost Engineers (AACE) International, and numerous others.

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3 Emphasizing Certain Elements

3.1 What is not emphasized enough?

The following is a list from Part 1 on the topics that we believe are not emphasized enough in the PMBOK® Guide.

- Planning,
- Project change management,
- Scope management and scope creep,
- Differentiating changes from variances,
- Project success,
- Project management team,
- Organizational context, and
- Professional responsibility.

3.2 Planning

We offer a dedicated chapter on this in Section V.

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3.3 Project change management

In many domains, project change management is critical and often is the leading cause of project failure or not achieving success. It is also common to observe among our students and clients (outside the capital project industry) that change is something casual and often can happen without any documentation, review, or prior approval. Maybe that is acceptable in agile, scrum, or extreme project management but not for 'most projects, most of the time'.

This is a critical topic that is not emphasized enough, especially that there is only one process on project change management in the guide. This process does not provide enough coverage of this critical topic.

Therefore, our recommendation is to add content to these points:

- Provide explanations of the different types of changes that can happen on a project. For example, not every change is a contract change, there are internal changes whether there is a contract or not. We consider three types of changes and these are contract changes, project changes (within the objectives), and changes to project objectives. We also believe these different types require different treatment.
- Provide clarity on what is the control reference[8], more on this in the next chapter. It is not clear if there is one baseline or more along the project life cycle. We think the control reference move along the project life cycle, which is implied in the guide but not clearly stated or demonstrated.
- Need to address the leading practice on how to fund changes, for example, are changes all types of changes covered by contingency or require additional funds? Will all approved changes (all types) change the baseline or not?

We can elaborate more on this recommendations and explain some of the concepts that we are mentioning here, however, that is outside the scope of this work. We have addressed some of these topics on our blog site (http://blog.sukad.com) and in other publications.

3.4 Scope management and scope creep

This is another area that can benefit from more clarity. The first point to clarify is to segregate the topics of scope management from project change management. Although they are related, they are not the same.

The second point is to elaborate on what scope management is, and that it is not limited to "*delivering the scope – no more – no less*".

Another point is to highlight the differences between what is known as design development (or progressive elaboration) and scope creep.

How to accomplish the above? Through elaborate explanations with examples. The guide today is quite dry without many examples.

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3.5 Differentiating changes from variances

It is also common to have practitioners confuse changes from variances. Therefore, it is important that the guide explains the differences and with examples.

3.6 Project success

In the fifth edition of the guide, project success was added in Chapter 16. However, the definition was very brief and, in our views, added confusion.

SUKAD has developed a four dimensions model for measuring project success that consider technical success, project management success, project delivery success, and business objective success[9]. Maybe the PMBOK® Guide does not need to replicate what SUKAD did but it must address the different definitions of success at least from the perspective of a project owner versus a service provider. It should also address success in term of outcome and not only output. Please refer to the previous chapter, item 2.8.

3.7 Project management team

There are various to point to clarify and emphasize in the PMBOK® Guide regarding the project team. These include:

- Clarify that their project team consists of the project manager, project management team members, and 'other team members.'
- Clarify, via examples, the difference between 'other team members' and project management team members.
- Include a few roles in each team to demonstrate the differences.
- Clarify that for projects there is something called the project management team that is not limited to the project manager, and it is not the PMO.
- Explain that on a given project, the team (especially 'other team members') is not fixed and will vary from one stage to another. For example, the feasibility team is likely different than the requirements team, and then the design team or the operations team.

3.8 Organizational context

The guide mentions the need to understand the project and organization environmental factors. It also addresses the organizational process assets. It does not provide enough guidance on the link between the two; using functional language to enhance the visualization. For example, take one knowledge area and explain what are the things that typically part of the organizational project management system and what does the team use on a given project.

3.9 Professional responsibility

Nothing to add to this topic over what we stated in Part 1.

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4 Clearing The Inconsistencies

4.1 What are the inconsistencies?

The following is a list, from Part 1, of the topics that we believe have inconsistencies and even errors in the PMBOK® Guide.

- Terminology,
- Audit,
- Quality assurance,
- Project life cycle and project success,
- Control the team,
- Acquire the team,
- Scope and executing,
- Where is the control reference, and
- Monitor versus control.

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4.2 Terminology

4.2.1 Project or phase

As discussed in Part 1, it is unfortunate that a few processes have the word 'project' in their names, even though these processes are for the **project or phase**. This naming approach implies, or influence, professionals to think these processes are about the project rather than the phase. Therefore, our recommendation is to change the names of these processes by dropping the word 'project' from the name. Alternatively, change it to include 'project or phase', as the 'close project or phase' process.

4.2.2 Consistency of other processes' names

This item is not as vital as the previous one, but it is still relevant.

It is recommended that some of the processes' names should reflect the core purpose of each process and its primary output; if they are not already. For example, instead of 'define scope' process, change it to 'create scope statement' or 'develop scope statement'. This offers the user more clarity on the purpose of the process.

4.3 Audit

As presented in Part 1, the word "audit" representing an audit action (function) is mentioned in various process groups, although the concept of an audit is the same across various domains or functions. Our recommendation is for the PMBOK® Guide update team to consider this situation and decide if the use of audit and its purpose is the same across knowledge areas. It is, and then the guide should be consistent, and audit must be included in one process group, our recommendation is audit is in monitoring and controlling.

4.4 Quality assurance

Quality assurance is mostly about quality management, audit and process improvements.

- In the case of an audit, the team (or external auditor) need to review and assess the current action and performance to decide if it comply with the organizational processes and if not, act to correct.
- For process improvements, the team will assess current system (policies, procedures, processes) to assess if there are needs for improvement and take action.

Therefore, in both situations there are reviews (monitoring actions) and corrections if required (control actions). Therefore, quality assurance should be monitoring and controlling process, not an executing process.

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4.5 Project life cycle and project success

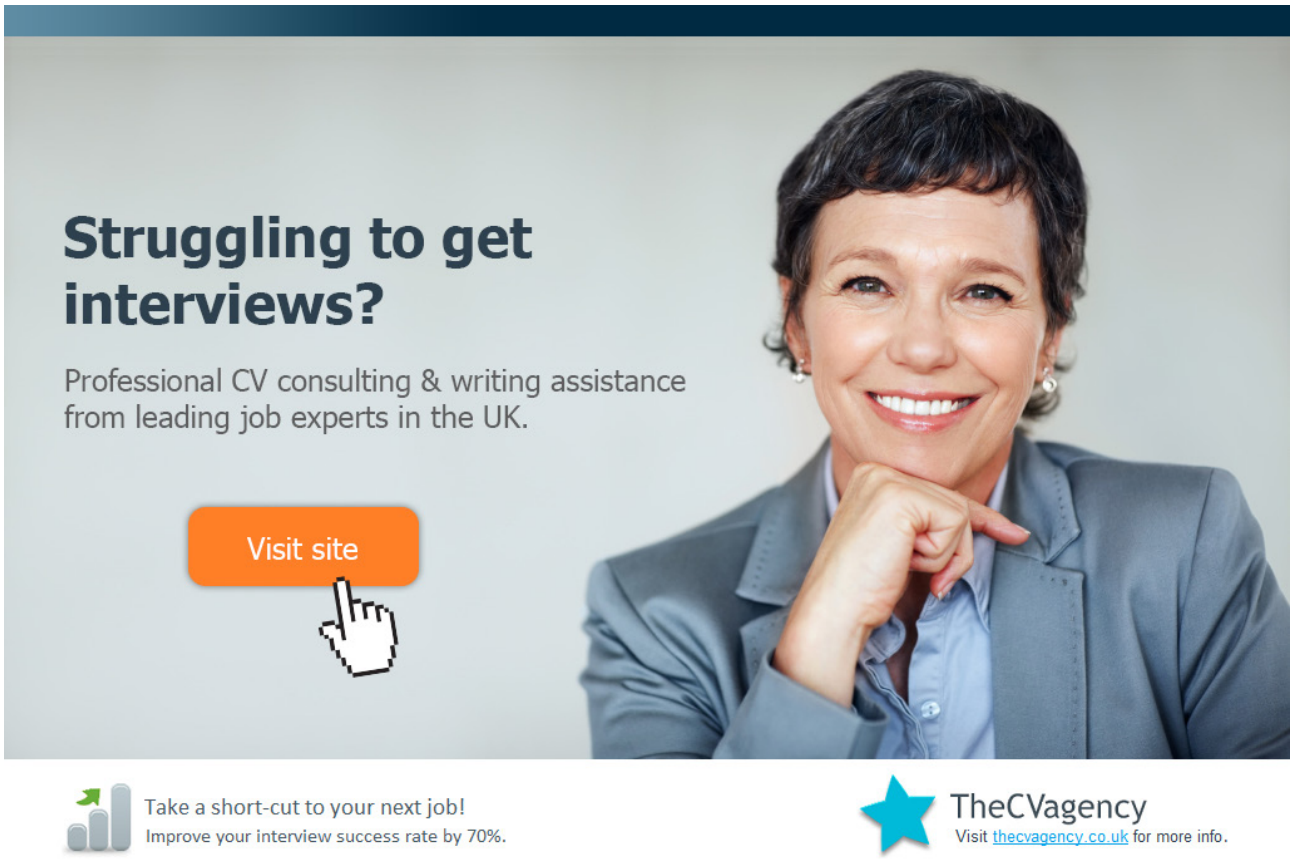
We touched on this in the earlier chapter, item 3.6, and that would address this inconsistency.

4.6 Split the 'manage the team' process

Due to the absence of any process for the monitoring and controlling process group for the human resource knowledge area, we recommend the following. Split the manage the team process into manage the team, which would be about directing and coordinating the teamwork, and control project team to handle any control aspects, variances, changes, or adjustments to the team.

4.7 Acquire the team

Earlier, we had explained the area of confusion and inconsistency regarding acquiring the various resources for the project. Just a refresher, the guide has a process for acquiring the team in the executing process group. Technically, this is not totally correct since in executing we acquire the technical and functional resources that will perform the "executing" work. The other parts of the team, namely the project manager and the project management team are acquired earlier.



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Therefore, our recommendation is to add to the PMBOK® Guide two processes:

- A process for acquiring the project manager. Acquiring the project manager could be a significant effort for medium to large projects. If the projects are small and simple, and appointing a project manager is simple, then we can skip this process. In term of the process groups, this is in initiating.
- A process for acquiring the project management team members in the planning process group. This process can also include provisions for adding members to the project management team during the executing processes when the effort grows significantly. In a situation where there is no project management team, and the project manager is THE team, then we skip this process.

4.8 Scope and executing

To avoid repetition, the inconsistencies were explained in Part 1, like the other topics. Therefore, it would be our recommendation to add a process in the scope management area, executing process groups, with the name 'complete work packages.'

4.9 Where is the control reference?

The control reference is a big topic, and we are not sure if we can address adequately here, without deviating too much from the core objective of this e-book series. It would be best to address this topic in the chapter in Section II on **Managing the Project Life Cycle**.

4.10 Monitor and control

Once again, please refer to Part 1 for a refresher if you forgot about this topic.

It is our preference to split the monitoring and controlling process group into two process groups in line with the original PDCA concept. However, this is a preference and nice to have but we are not making a strong case for recommending a split at this time. Maybe a future discussion.

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5 New Recommendations

5.1 Reduce unnecessary white space

We will start with what some might consider a silly suggestion.

The fifth edition has a too much white (empty) space due to poor formatting, in our opinion. Sometimes as much as 20% of a page is left white where that is not necessary nor logical.

There are thousands of paper copies in the community and numerous practitioners, and PMI members print their PDF copies. Therefore, this is not a sustainable or environmentally responsible act.

We could not relocate a research that we read once about reducing the margins on printed matters, books, and other publications. We cannot remember either the percent of paper saved, but we recall it was significant. We are guessing that we can cut 10 to 15% of the pages in the guide, at least just following simple and sensible formatting rules.

5.2 Removing ITTOs

In Chapter 1 of this e-book (this part), we suggested removing the detailed discussions about input – tool & techniques – outputs (ITTOs) from the guide and moving them to the practice standards such as the practice standard on risk, scheduling, estimating, and others. We realize that not all knowledge areas have practice standards, but these would be of value.

With this recommendation, the PMBOK® Guide will focus on the key concepts for managing projects; emphasizing project life cycle and the integration of the repeated process groups into a project life cycle; managing across the stages (chapter in the next section); managing per the various project classifications (also a chapter in the next section); and links to the organizational context and organizational project management system.

Also, the guide will be more user-friendly by reducing a great deal of the repetitive topics and focus on the interfaces between all elements in a practical way.

We realize this recommendation might be a shock to those PMP or PMP aspirants who have been told to memorize the ITTOs for the exam; which we do not agree with, and we do not even cover most of the ITTO's in our classes.

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5.3 New performance management knowledge area.

This new knowledge area is not our idea, but a topic raised by a professional colleague and a frequent speaker at PMI conferences, Mr. Crispin ("Kik") Piney. Mr. Piney was generous enough to write a blog post about which we have published on our site[10].

5.4 Closing comments

In this work (both e-books), we have included many links to blog articles and pages on our websites, in addition to the other organizations. These links will help the readers get more information if they want to explore these topics further.

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Section V:
New Concepts and Structural Changes

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6 Planning Structural Change

6.1 Introduction

Project planning is a challenging topic for many reasons. It is time to address it in depth, since what we are recommending is an enormous change to the Guide.

Here is the current reality:

- Some practitioners think planning is a phase, yet planning is more about repeated processes rather than a once-off time-bound phase.
- Other practitioners believe there is only one plan per project. However, there should be at least one plan for every phase or stage since the planning processes do repeat.
- Consequently, it is clear that the planning processes produce one plan per phase. Here we must ask, is there one plan within the phase, or could there be more?

6.2 One or more plans?

The current fifth edition of the PMBOK® Guide has one "*Project Management Plan*", which is for the project or phase. This project management plan includes subsidiary plans, one for each knowledge area. To confirm, ONE plan per the planning process group that includes many parts, one part for each knowledge area. There are also other topics (plans)[11] that do not have a dedicated process. These are also part of the main **Project Management Plan**.

However, if one study the PMBOK® Guide planning processes and **understand them well**, one will notice that there are **two types** of planning processes, two sub-groups, in addition to the sub-plans. These are **management planning processes** and **detailed planning processes**.

6.2.1 Planning processes: sub-group 1

The following discussion is for the planning processes within a phase.

There are processes, one in each knowledge area that focuses on the management of the knowledge area, including all other processes. For example "*Plan Scope Management*" is about:

- **How to** "*Collect Requirements*",
- **How to** "*Define Scope*",
- **How to** "*Create WBS*" (the work breakdown structure),
- **How to** "*Validate Scope*", and
- **How to** "*Control Scope*". (The Project Management Institute, 2013)

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'How to' may include who, when, what, where applicable.

In other words, the "*Plan Scope Management*" process addresses '**how to**' do the other processes within the same knowledge area. Each of the phrases in quotation marks is a process in the scope knowledge area (The Project Management Institute, 2013).

Refer to Figure 1 for an illustration of this concept.

Figure 1: Project Scope Management (Adapted from PMBOK® Guide)

Please note, this figure is our interpretation and adaptation from the PMBOK® Guide.

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Here are a few clarification points on the image.

- There are six processes in this knowledge area.
- They are shown here in sequence; except "*Control Scope*"; reasons explained below.
- The first process is a management planning process, as described in this section,
- The second, third, and fourth processes (in blue) are detailed planning processes; will be outlined 6.2.2.
- The fifth process (orange) is a controlling process, "*Validate Scope*", and is shown in the end.
- *"Control Scope"* is not in sequence; it is in parallel with most of the processes listed here.
  Notice that *Control Scope* starts as soon as the scope management plan is developed. Meaning, *Control Scope* must be active while the team is planning; collecting requirements, defining the scope, and creating the WBS. This approach is represented via the narrower arrow below the other processes.
  Also, notice the shading on this lower arrow, it starts light and become darker as we move to the right. This shading is to symbolize that first control is 'light'; not very explicit or quantitative. However, as the scope is defined and WBS created, the control will become more active since there is a clear basis to compare to. In other words, control is becoming quantitative rather than qualitative.
- Once the overall stage management plan is finalized, and the stage work moves into the executing processes, the control will become more active and in comparison to the 'fully developed plan'.

The same concept, of a management planning process that we explained to scope management, applies to all knowledge areas.

Figure 2: PMBOK® Guide – Management Planning Processes

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Consequently, there are **ten management planning processes**; out of the twenty-four in the planning process group[12]. These are presented in Figure 2; which is extracted from the PMBOK® Guide; they are in clockwise order.

6.2.2 Planning processes: sub-group 2

Each of the other fourteen planning processes is about '**doing**' and producing a detailed 'output' for the given process[13].

1. Collect Requirements
2. Define Scope
3. Create WBS
4. Define Activities
5. Sequence Activities
6. Estimate Activity Resources
7. Estimate Activity Durations
8. Develop Schedule
9. Estimate Costs
10. Determine Budget
11. Identify Risks
12. Perform Qualitative Risk Analysis
13. Perform Quantitative Risk Analysis
14. Plan Risk Responses

For example, staying with scope management and back to Figure 1. '**Doing'** the "*Collect Requirements*" process is performing analysis, talking with stakeholders, and collecting all of the needs and expectations of the stage, then documenting these requirements in a requirements management report, traceability matrix, or similar document.

Next, consider "*Define Scope*" process; 'doing' the process is to develop and produce the scope statement as the primary output.

The same applies to "*Create WBS*", which produces the WBS and WBS Dictionary.

The Text Box is a list of the planning processes; excluding the management planning. This list is per the current PMBOK® Guide.

Notice that it **does not** have any processes in quality, human resource, communication, stakeholder, and procurement. The reasons for the absence of these processes is that for these knowledge areas there is only one process in the planning process group, and that was a management planning processes; shown in Figure 2. More on this later in the chapter.

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6.2.3 Reinforcing the concept

Figure 1 included an illustration of how the two sub-groups fit together, for the scope management area. For another example, let's consider the risk management area. Figure 3 shows that the processes of risk management and it does split the management planning process from the detailed planning processes; same as for the scope chapter.

The "*Plan Risk Management*" process (green) is about managing risk management effort on the project, or more precisely '**how to**' identify, analyze, respond and monitor and control risks on the stage.

Therefore, this process is a management planning process from Sub-Group 1.

After the "*Plan Risk Management*" process, there are four risk management detailed planning processes that are part of Sub-Group 2. These are the ones for identifying, analyzing, and responding to risks; which are the four sequential items in blue; Figure 4.

Zooming in on the "*Identify Risks*" process it is about '**doing**'. 'Doing' meaning perform the work to identify all potential risks in the phase or the project; producing the initial risk register or list. The same applies to the other processes; they are 'doing' the work of those processes; such as analysis or response planning.

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Figure 3: Project Risk Management (Adapted from PMBOK® Guide)

In another word, the management process produces a plan on 'how to' do the other processes (thinking ahead), and then the detailed planning processes will produce the other process deliverables.

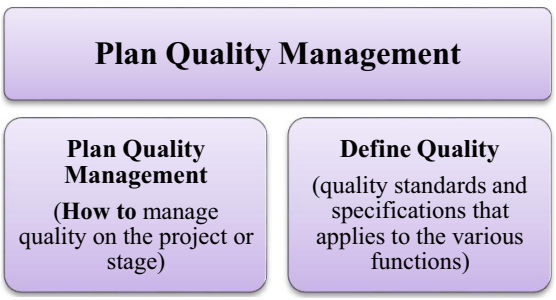
6.2.4 The missing processes

As we mentioned earlier, for some of the knowledge areas, such as scope, time, cost, and risk there is a definite split between management planning processes and detailed planning processes. The earlier discussions on scope and risk elaborated on this concept in text and graphics. The same apply to time and cost, even though we did not discuss in this book.

However, for the other knowledge areas, such as quality, human resource, communication, stakeholder, and procurement, each has only one planning process. The planning process for these knowledge areas included in the management planning processes sub-group. However, these management planning processes, like Plan Quality Management, and all others, have elements of both sub-groups. Let us elaborate.

Think 'how to' before you 'do'; plan the planning.

In quality management, there is one process in planning, "Plan Quality Management". Understanding this process, one can notice that it includes '**how to**' topics; like how to plan, manage, perform quality assurance, and control quality; that are management sub-group. Also, this process involves '**doing**', such as identifying the quality standards that apply to the phase and what need to be done to achieve compliance. In other words, these are detailed planning activities.



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Consequently, it is suggested that there should be two processes. The first, a "Plan Quality Management" process focusing on the management of quality in a given phase and keep this process in the management sub-group. Also, a 'Define Quality' process that include determining the standards that apply to the scope of the phase and how to comply with them; this would be in the detailed planning sub-group.

Figure 4 illustrates the revised quality function, which would consist of four processes, instead of three. Notice in this image we are classifying quality assurance as a control process, in line with our recommendations in another part of this e-book series.

Figure 4: Project Quality Management (Adapted from PMBOK® Guide)

Other processes that should be split, in similar fashion to quality, would be human resources, communication, stakeholders, and procurement. All of these areas include the 'doing' 'implicit processes' with the management planning processes.

Figure 5 presents the PMBOK® Guide detailed planning processes and includes the additional processes from the quality, human resource, communication, stakeholder, and procurement knowledge areas. For simplicity, we are assuming that there is only one additional process for these knowledge areas; although there could be more.

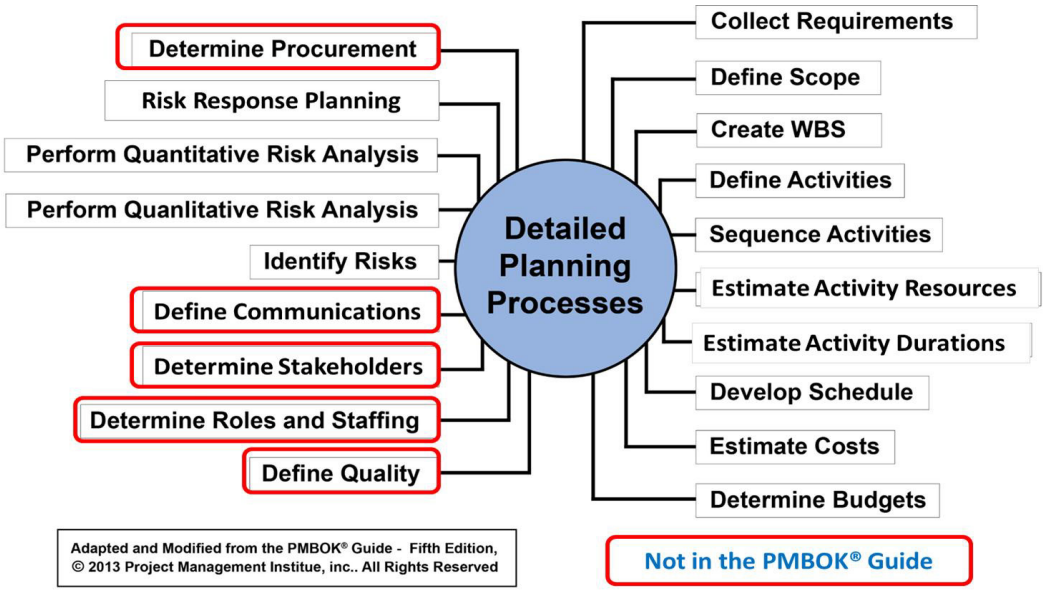

Figure 5: The Detailed Planning Processes – Modified from PMBOK® Guide

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6.3 Recommendation

6.3.1 The proposed change

Continuing with the concepts presented here, the CAM²P™ approach is to split the PMBOK® Guide planning processes. What we are proposing here, if not yet clear, is splitting the planning process group into two process groups, or at least two subprocess groups. Figure 6 illustrates this concept. The following is a brief explanation of the key points in this image:

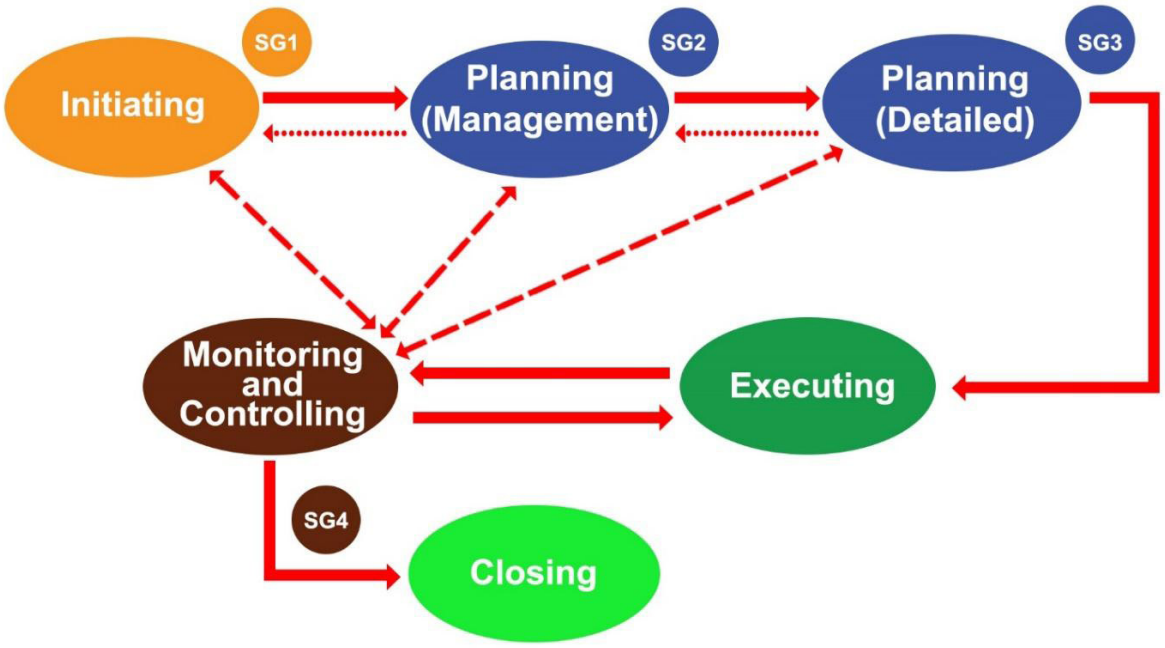

Figure 6: The Proposed Revised Process Groups and Their Interactions

- The solid lines show the normal flow of activities, within the stage or phase.
- The normal flow starts with initiating and developing a stage authorization document (Charter[14]). Then, the team will move through the other process groups, in the sequence shown. Notice that management planning must come before detailed planning.
- Also, notice the two solid arrows linking monitoring and controlling with executing, this is to indicate normal and ongoing flow – both ways. This represents that throughout the work in progress we must be executing, monitoring and controlling. This will lead to information flow in both directions on a continuing basis.
- The two-sided dashed lines, also reflect a two-sided flow but not as significant as in the case of executing and controlling. This concept represents that the dual flow is not ongoing but may happen from time to time.

  All of these lines two-sided dashed lines are linked to monitoring and controlling. It is represented this way since control starts from initiating and apply in all other process groups. For example, even while initiating, we must control. Further, even when we have reached executing, sometimes things happen that requires us to go back to initiating; which should be on rare occasions.

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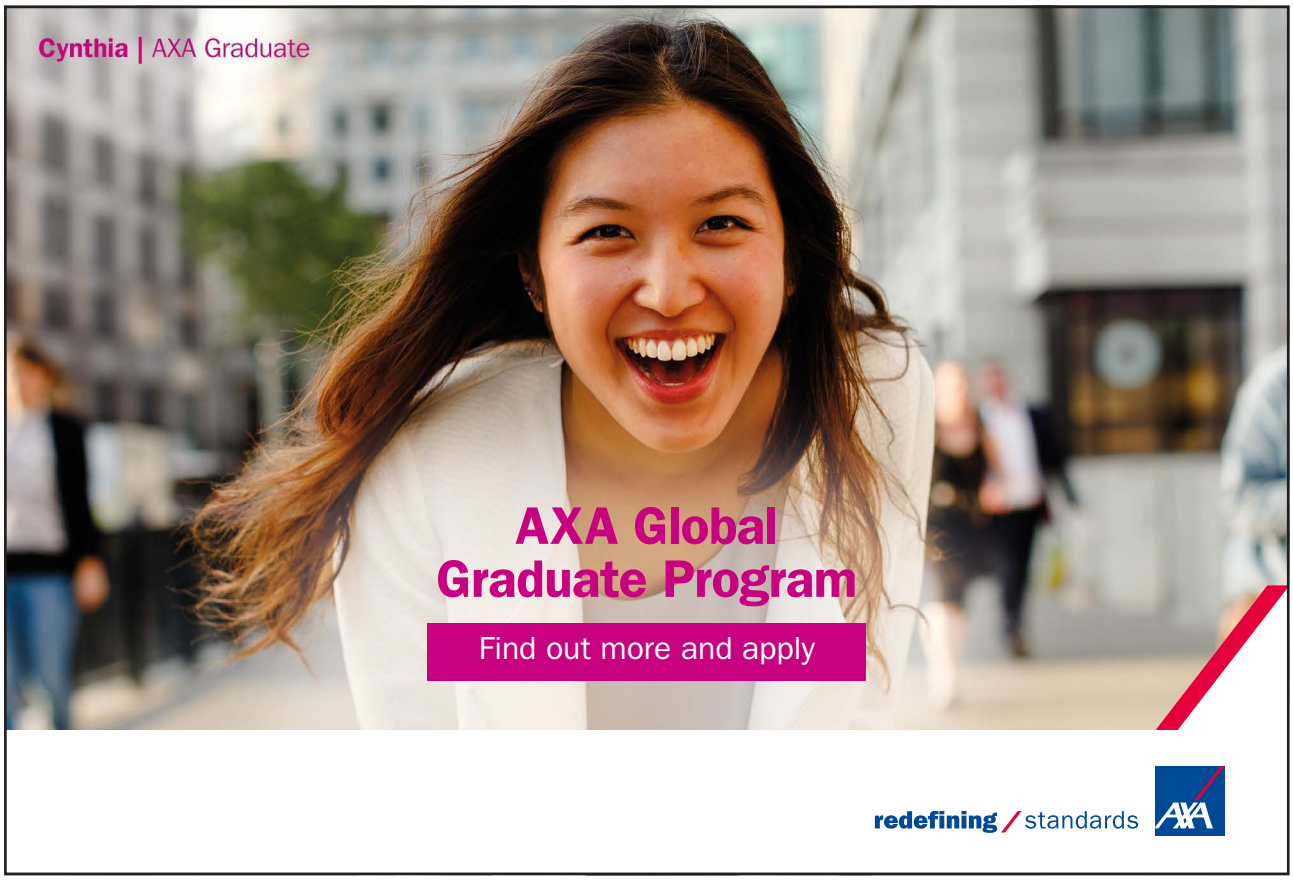
- The dotted lines are about the following: sometimes, we may have to go back into an earlier process groups in cases where there are issues or deficiencies.
- The small circles with SG are stage gates; gates – approval points within the stage.
- Although the work should be sequential as shown here, it is possible to have some overlaps to fast track, but this will increase the threats (risks).

The above change results in two planning process groups and two "major" plans, a Stage[15] Management Plan, and a Stage Detailed Plan, as we will show next.

In closing, and just to be clear – planning is not a phase – planning happens throughout the projects. Therefore,

- There are plans and subsidiary plans as we discussed already.
- There are detailed plans and management plans.
- There are plans for the phase/stage level, and there are plans for the project level.
- All of the above lead us to emphasize that there is a Project Management Plan – focusing on the project; and there are Stage Management Plan, one for each stage of the project.



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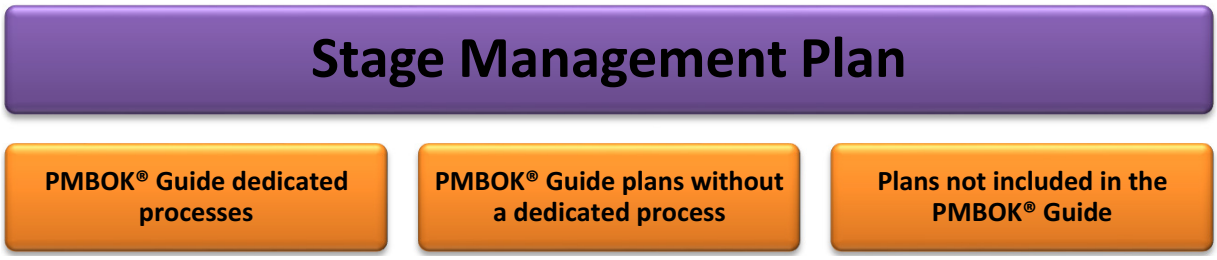
6.3.2 Stage management plan

In this discussion, we will stay focused on planning at the stage level, which is similar to the project level in term of content but the emphasis is on the stage work.

As discussed already, there are ten management planning processes; out of the twenty-four in the planning process group. There is one process for each knowledge area; as illustrated in Figure 2 earlier. However, per the CAM²P™ standard model, management planning consists of more than these ten processes. The CAM²P™ Stage Management Plan (the Project Management Plan for the stage – phase) includes:

1. The ten management planning processes from the PMBOK® Guide, as outlined already.
2. Other management plans from the PMBOK® Guide but those that do not have dedicated processes for them, such as the change management plan.
3. Other planning processes that are not in the guide, such as safety, health, environmental, sustainability, and others that might be domain-specific.

This illustration presents the primary components of the CAM²P™ **Stage Management Plan**.



Once again – all the Stage Management Plans are somewhat similar and focus on the work of the given stage, whereas the Project Management Plan is higher level and is for the whole project. Finally, some of the above plans might not apply to particular projects; it is a function of the project domain.

The following are the proposed management planning processes (excluding the domain specific processes). These are what we are recommending for improving the PMBOK® Guide. The ones in bold are either a modification to an existing process or a new process.

- **Outline the Management Plans**
- **Develop Change Management Plan**
- **Develop Control Plan**
- Develop Scope Management Plan
- Develop Schedule Management Plan

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- Develop Cost Management Plan
- Develop Quality Management Plan
- Develop Human Resource Management Plan
- **Select Management Team**
- Develop Communications Management Plan
- Develop Stakeholder Management Plan
- Develop Risk Management Plan
- Develop Procurement Management Plan

6.3.3 Stage Detailed Plan

As outlined earlier, there are fourteen detailed planning processes; out of the twenty-four in the Planning Process Group. In section 6.2.4, we recommended adding five processes. However, it would be beneficial to have more processes.

Why do we need more processes?

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Per the CAM²P™ standard model, detailed planning consists of:

- The fourteen dedicated, detailed planning processes from the PMBOK® Guide.
- Other detailed planning 'implicit processes' that should be split from the management planning processes. These are the five processes for quality, human resource, stakeholders, communication, and procurement areas; and others.
- Other detailed planning processes that are not in the guide, such as safety, health, environmental, sustainability, and others that might be domain-specific.

The following are the proposed detailed planning processes (excluding the domain specific processes). These are what we are recommending for improving the PMBOK® Guide. The ones in bold are either a modification to an existing process or a new process.

- **Develop Configuration Management Plan**
- Collect Requirements
- Develop Scope Statement
- **Create WBS and Dictionary**
- Define Activities
- Sequence Activities
- Estimate Activity Resources
- Estimate Activity Durations
- Develop Schedule
- Estimate Costs
- Determine Budget
- **Define Quality**
- **Develop Process Improvement Plan**
- **Select Detailed Planning Team**
- **Determine Roles and Staffing**
- **Define Communications**

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- **Determine Stakeholder Engagement**
- Identify Risks
- Perform Qualitative Risk Analysis
- Perform Quantitative Risk Analysis
- Plan Risk Responses
- **Develop Procurement Documents**

6.4 Closing Summary

The author realizes that this chapter is quite extensive and challenges the conventional wisdom.

We are sure that those working small/simple projects might think this is too much, and we agree. For the small-simple projects, one can consider a method like CAM²P™ in its basic form; or can just use the process groups on their own. Further, one can **combine** processes, where possible; for example have one Develop Schedule process that includes all the steps. It is also possible that other processes might be so simple that do not require real effort. Finally, some processes might not be required, but these would be limited. We will elaborate on these concepts in the next chapter.

However, for larger and more complex projects, the above approach is needed, and it is vital. It is also important to note, that those working capital projects, already use such an approach.

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7 Managing Per the Project's Class

7.1 Project Classification

In more than one place in this book, we talked about project classifications.

Projects are unique and vary from one sector to another[16]. They differ from one domain to another[17]. Even within the same organization, they may vary depending on the organizational unit leading the project and the types of projects it handles[18]. Further, within the same kind of projects we may have to differentiate.

One way to distinguish projects and categorize them is a classification system. Such a system can be quite elaborate with numerous factors and conditions. However, for the CAM²P™ Model, we offer a simplified approach via three classifications. These classifications are directly linked to the organizational context. For example, a small project in one organization could be huge for another organization; therefore, the classification has to be specific to an organization or type of work.

The three classifications are:

- Small-Simple Projects: this class represents the smallest and simplest projects in an organization; in relation to the other categories.
- Medium-Moderate Projects: this class is for "larger" or moderate complexity projects than the previous category.
- Large-Complex Projects: this class would be for the largest and most complex projects within an organization. In some organizations this may include mega projects, if not listed as an independent category.

7.2 How do we measure size and complexity?

To help with the above classification system, we depend on two major factors, size and complexity.

Size is usually related to cost and/or duration, and number of people involved. Again, this depends heavily on the organizational context as we mentioned already. Each organization knows the type of projects it handles and the range of their costs and durations. This range (wide spectrum of projects) can be split into three categories; small, medium, and large.

Complexity can have more than one variable such as uniqueness of the project work, importance, number of departments involved, and organizational impact. In this case, we can consider projects as simple, moderate complexity, or complex.

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The system we have, blend the size and complexity factor, which is applicable to most projects. There are situations where one can have a small project in term of size (cost and time) but quite complex technically or a medium size project but quite simple and routine. The team can decide how to classify these projects on a case by case basis; with the agreement of the sponsor and the project management department, if there is one.

7.3 Classification in the PMBOK® Guide

Now a key question, does the PMBOK® Guide addresses a particular project class? Not really.

Should it reflect all project's classes? No, this is not practical.

However, the PMBOK® Guide should address this question and at least explain that one-size-fit-all concept does not work in project management. Therefore, projects should be categorized based on domain, type, or classifications. The PMBOK® Guide can do so using a similar fashion to what we are presenting here. What we are recommending is a chapter in the guide that could be quite similar to this chapter.

7.4 How to manage per a given classification?

Here is the magic of CAM²P™ and it is related to the critical gap in understanding the PMBOK® Guide. The key is how to integrate and use the process groups with the project life cycle.


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7.4.1 Small-Simple Projects

It goes without saying that small-simple projects can be handled in a simplified and practical way, whereas medium and large projects require significant effort.

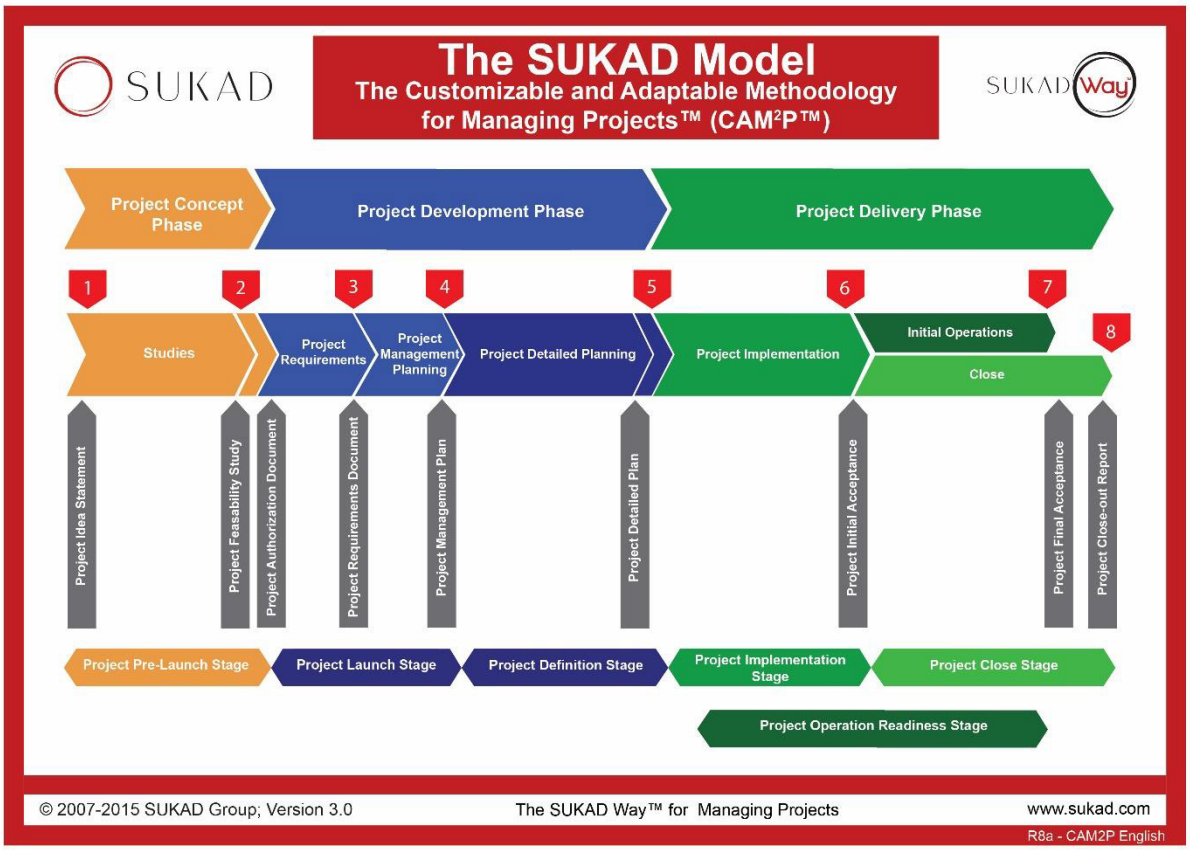

Figure 7: The CAM2P™ Model, For Small-Simple Projects

For small-simple projects, we recommend using the project life cycle model like CAM²P™; can be customized and adapted to fit the organizational context. Then, the team can integrate the various required processes into the stages of the project. For example, the initiating processes will be linked the project authorization document; management planning will be in the project management plan, and detailed planning is in the project detailed plan. The executing processes will be in the implementation stage. Finally, the project close stage will have the closing processes.

7.4.2 Medium-Moderate Projects

As the project become larger (medium) and moderate complexity, the approaches presented for small-simple projects might not be enough and may offer unsatisfactory results.

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For these projects, our recommendation is to integrate the process groups and their repetition into the project life cycle, at the phase level. *Remember, the CAM²P™ Model separates the stages from the phases.* This concept is represented in Figure 8. Notice that the process groups repeat in every phase. This figure is in line with CAM²P™ but it could be any generic project life cycle. The key is to have the process groups repeat as shown.

7.4.3 Large-Complex Projects

For large and complex projects, the situation is even more elaborate where the process groups repeat at the stage level. These projects can be substantial, takes a long time, cost a great deal of money, and have numerous individuals and stakeholders involved[19]. In these projects, each stage could be months in durations and cost millions.

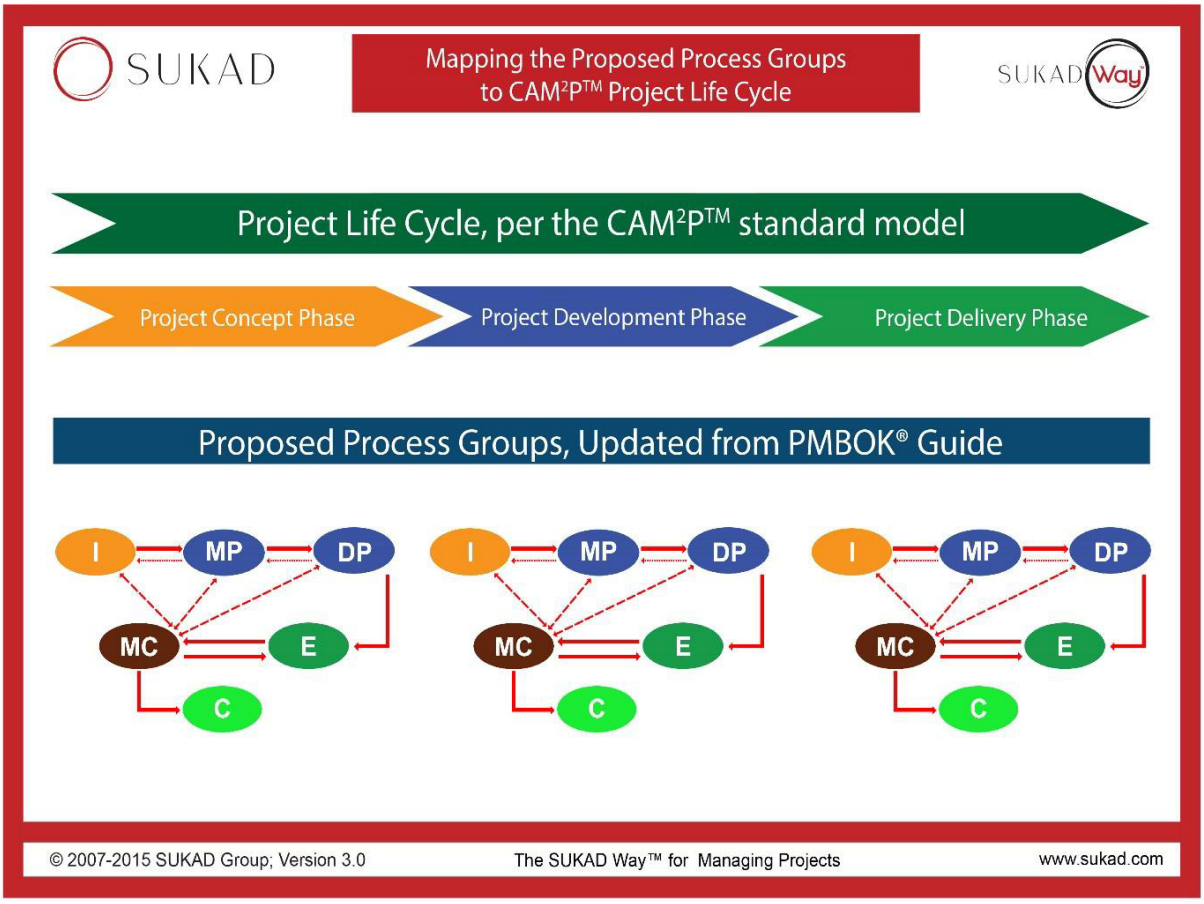

Figure 8: CAM²P™ Model for Medium-Moderate Projects; with the Process Group Repeating at the Phase Level

Therefore, our recommendation for these projects is to use the process groups' repetition in each stage. This concept is shown in Figure 9.

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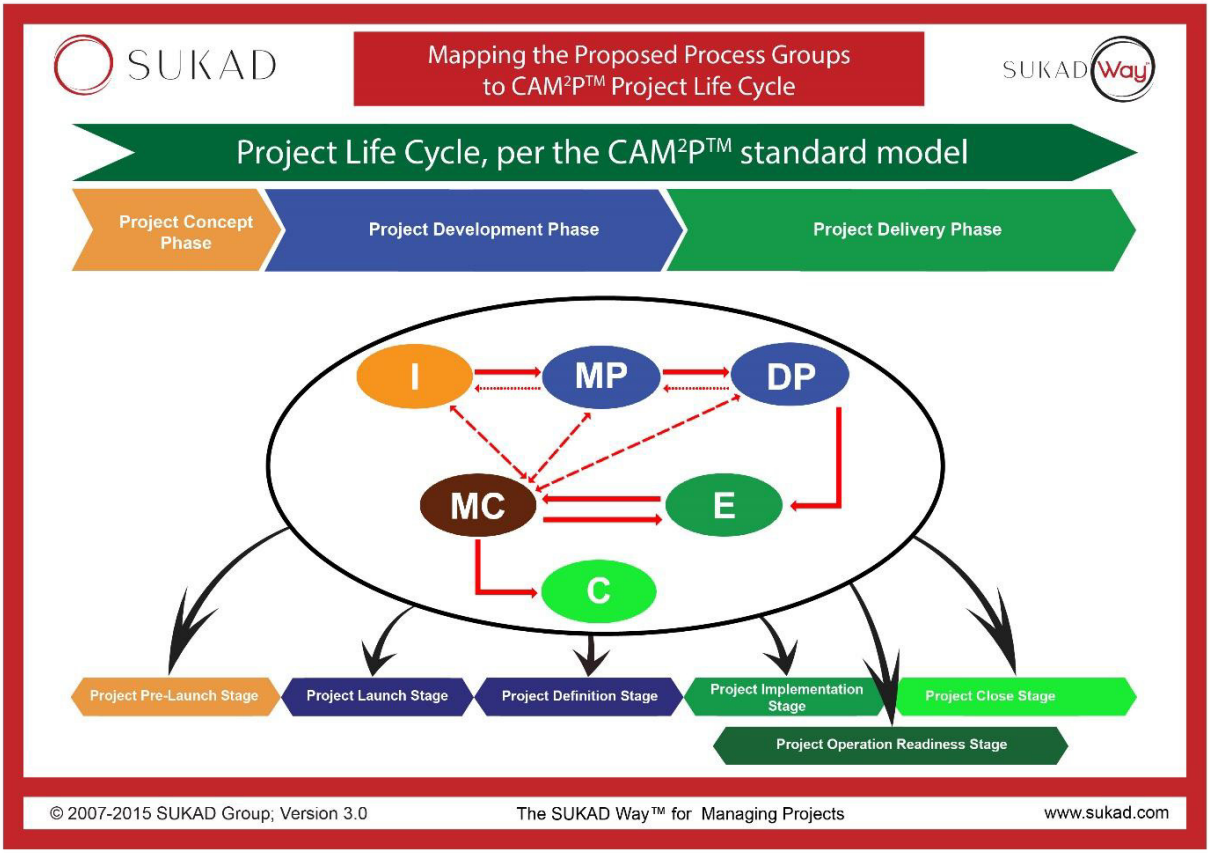

Figure 9: CAM²P™ Model for Large-Complex Projects; with the Process Group Repeating at the Stage Level

7.5 Light PMBOK® Guide

In closing this chapter, we will leave the reader with a point to ponder.

Can the emerging domain of project management benefit from a "light PMBOK® Guide"? What we mean here is another version of the guide, basically ***A Guide to Managing Small and Simple Projects***? In this guide – the process groups and project phases could align, some of the processes would be eliminated, and other processes could be combined.

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8 Managing The Project Life Cycle

8.1 Introduction

This topic is related to the first e-book and the confusion between the project groups and project phases. It is also related to one of the myths, the one about the PMBOK® Guide being not practical.

The challenge that we face in project management and studying the PMBOK® Guide can be summarized via practitioners' comments like: "I understand the guide but there is something missing", "How to connect the dots", "How to apply the guide on real life projects." We also hear that practitioners saying "I know the process groups repeat" but some (or many) do not understand how to apply this critical concept.

In general, the challenge is that many practitioners do not understand that they have to think at two levels, managing the stage level and managing the project level. Remember what we presented earlier, there should be a Stage Management Plan and a Project Management Plan; a Stage Detailed Plan and a Project Detailed Plan; a Stage Authorization Document and a Project Authorization Document (stage authorization and project charter).

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The PMBOK® Guide does an excellent job in covering the process to manage a phase (or a project). However, as we explained in the previous chapter (and other sections), the use of the process group is not enough for Medium-Moderate and Large-Complex Projects. Therefore, the project manager and the project management team must manage the phase and across the phases.

8.2 Managing across the phases – charter

Recently, we posted a question on LinkedIn asking, "*How many charters are there on a project?*"[20] We also blogged about it[21]. Notice the trick in the question, we were not asking how many **project** charters but how many charters along the project life cycle.

This question generated active discussions, and many of the responses did not align. Most said one charter per project life cycle; some said one charter per project but updated with every phase, and a few agreed with the position that we offer here.

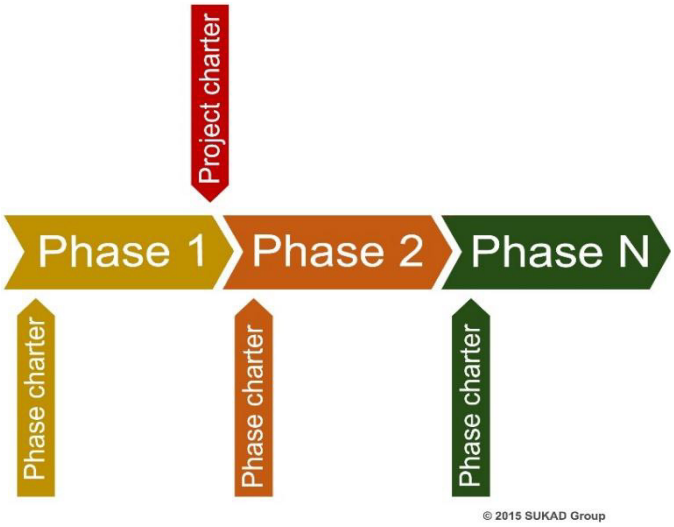

Figure 10: The Project Charter and Phases' Charters

The proper answer is that there is one PROJECT charter but, if we understand the PMBOK® Guide correctly, a CHARTER is about authorizing the project or phase. That means every phase must have an authorization; regardless whether it is called charter or not.

To elaborate further; the PROJECT CHARTER per the PMBOK® Guide is issued after management makes the decision to proceed with the project. This decision should be done after a feasibility study, and the feasibility study should have been developed after management approved the idea of the project and the business case.

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The above means that the project feasibility work should be a phase of the project owner's project life cycle (project concept phase in CAM²P™). In this regard, can a team start working on the project or feasibility phase without management authorization? Is not this a phase charter, which is published weeks or months before the PROJECT CHARTER is issued? Figure 10 illustrates this point.

To summarize via this example (Medium-Moderate Project):

Strategic business planning in a healthcare organization has an idea – business case to build a new hospital in the recently developed part of the city. They submit the idea to management, if management approves the idea, they must issue an authorization (phase charter) to a team to study the feasibility of such a project and start the project concept phase. The team will plan for and conduct the feasibility study, control as they move along and close when done. In this case, conducting the study is through the executing processes.

If the project is feasible and management decides to proceed, they will issue (through the sponsor) a project authorization document (project charter). This charter, clearly states the intent to proceed with the project until completion but usually only authorize the next phase, which we call Project Development Phase. The PMT should plan the phase work and proceed to execute, which is develop the concept, define expectations and requirement, develop the **project** management plan and the **project** detailed plan. Once this work is done, management must decide if they would proceed and approve funding for the project or stop the project.

If the organization decides to proceed and approve the funds, they will authorize the team to move into the Project Delivery Phase via an authorization document (~ charter). This could be a new charter or updated version of the original project charter.

8.3 Managing across the phases – other topics

The discussion on the charter is an example of what is missing from the PMBOK® Guide and should be emphasized. It demonstrates how the process groups repeat where practitioners can visualize the concepts. An explanation like the charter discussions or the topics that are presented next would greatly benefit the PMBOK® Guide in helping the practitioners and learners understand the guide and visualize its use on real projects.

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Oher Examples:

- **Estimating**: how many estimates do we have on projects?
  Those who confuse the process groups with project phases say "one, during the planning phase." Well, there is no planning phase[22].
  Further, for a project owner working on the multi-phase project, they typically have two or three estimates along the project life cycle (if not more), one pre-authorization and one for final approval, and often one in the middle. Each of these estimates has a different purpose, accuracy, and reserve levels.
  For example, the first estimate is typically completed during the Project Concept Phase to support the feasibility work. The accuracy of this estimate could be +/-50% or some other range. Therefore, this estimate is not accurate enough to control the project but it is enough (with the range) for the business people to decide if the project is feasible or not.
  The second estimate is usually an estimate to confirm that the project is still worthwhile and enable management to decide whether to continue or not. This estimate is developed before project gate four (PG4) on the CAM²P™ Model, during project management planning, and its accuracy could be +/-25%. In other words, the estimate is still not accurate enough for control but it fits the purpose of updating the feasibility of the project.

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The third estimate is with the project detailed plan and is relatively accurate (+/- 5% or 10%). This accuracy is usually good enough to confirm the feasibility and either authorize the project to move into the Project Delivery Phase or stop the work.

Now whether an organizational follow the above as described, or have more or less estimates it is an organizational decision. However, it is critical to understand the need for more than one estimate (cost and time) on a given project life cycle.

- **Management Plans**: Discussed at length in an earlier chapter.
- **Teams**: Per the PMBOK® Guide, there is a project management team and "other" project team but is the "other" project team (the technical team) one or there are multiple teams? Usually, the technical team will change from one phase to another. The team that will perform the feasibility is likely to be different from the one that perform the requirements or detailed planning. The team that will perform the implementation work is likely different than the team that performs the ready for operation activities.

8.4 Closing Comments

There are other examples, but all of them lead to one recommendation, the need for a dedicated chapter explaining that **managing projects happen at two levels, the stage level, and across the stages** (managing the whole project). At the stage level, the process groups is the main model that we can follow to manage the stage work. At the project level, we need a project life cycle.

Consequently, the two level management means: there are stage management plans (with s) and there is ONE project management plan. There are stage charters and ONE project charter. There are stage estimates, and there are project estimates.

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9 Additional Processes

9.1 Introduction

The various discussions and points that we have addressed focused on how to improve what exist while staying with the existing structure. In planning chapter, we discussed a major change in the PMBOK® Guide principle concepts, the process groups, and recommended splitting the planning process group into two. Further, the previous two chapters stressed the need to modify the PMBOK® Guide structure and add two chapters, one for project classification and one for managing across the stages.

In this chapter, we will present a revised process chart and discuss additional processes.

9.2 Proposed revised process chart

Attachment 1 is adapted from the PMBOK® Guide. It includes the proposed changes and added processes. We will address these changes here by process group.

9.3 Is this too much?

Before we explain the additional processes, we recognize that many thinks that the PMBOK® Guide today already include too many processes with 47 processes. Our recommendations bring the total number of processes close to 70. Even more, these processes repeat from phase to phase or stage to stage. This approach lead to applying all (or most) of the 70 processes several times across the project life cycle for medium-moderate and large-complex projects.

We also realize those working small-simple projects might be thinking that we have lost our mind or we are creating a huge bureaucracy. On the contrary, keep in mind some projects require hundreds or thousands of people and each phase or stage could last many months and require millions of dollars.

Here we must remind the reader of the following:

- Some of these processes could be eliminated if not required,
- Some of these processes could be combined into one process,
- Some of these processes maybe updated as we move from one phase or stage to another,
- Some of these processes might take little effort for small-simple projects, and maybe it is not even necessary to document,
- Most importantly, if the organization has an excellent organizational project management system that covers all processes, policies, guidelines, method, templates, and historical data for managing projects, then it is easy to apply on projects using **CPM: Copy – Paste – Modify.**
- Finally, in an earlier chapter, we had recommended a "PMBOK® Guide Light" for small and simple projects.

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9.4 Initiating additional processes

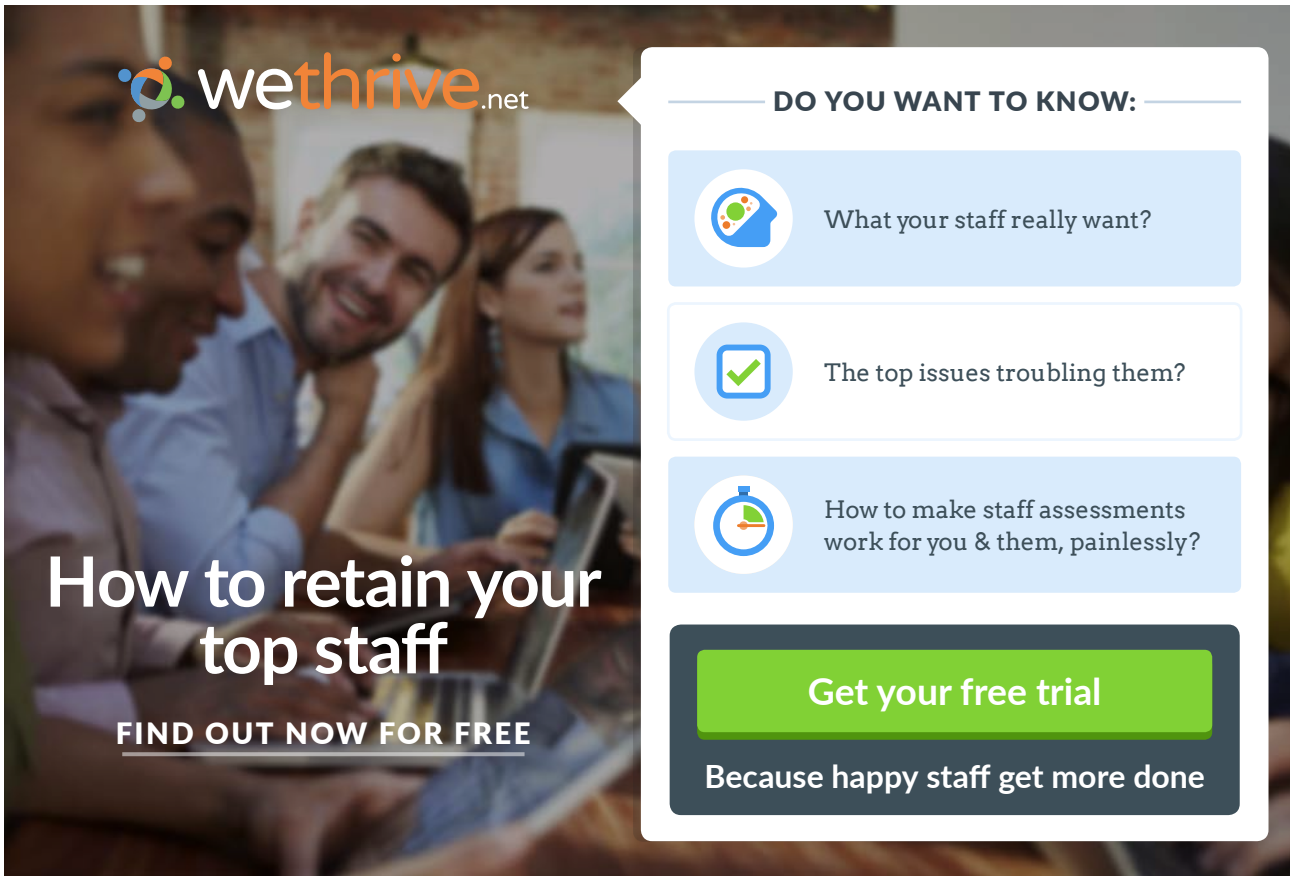
For the initiating process group, our proposal includes adding two processes.

- Develop Charter
- **Establish Success Criteria**
- **Select Project Manager**
- Identify Stakeholders

The bold are the new processes. Also, notice the name of the first process has changed to remove the word 'project' as discussed elsewhere in this guide. All of the processes that have 'project' in their names, the word has been removed.

9.4.1 Select project manager

The selection of the project manager is implied in the current edition of the guide, with the project manager selected to work with the sponsor on developing the project charter. In some projects, this could be an automatic selection and does not require the effort of a dedicated process, however, in other situations this is a major effort. Therefore, we believe selecting the project manager deserves a dedicated process. **The process is to select and acquire a project manager.**



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Two final comments:

- Since some of these processes might be not applicable, then an organization can decide to remove this process from the organizational project management system if it does not apply to their types of projects.
- With CAM²P™, our recommendation is to appoint the project manager with the first phase, as soon as the sponsor is assigned. As the work moves onto the second phase or stage, if the project manager is continuing then the process would be eliminated, and if the project manager is to change then, we apply the process again. The same concept repeats with every phase or stage.

9.4.2 Establish success criteria

Project success was absent from past editions of the guide; although it was mentioned in various sections but did not have a dedicated topic, if we are not mistaken. The fifth edition of the guide included a paragraph on project success in Chapter 16, which we discussed elsewhere in this e-book series.

We do believe that project success is a major topic and deserve significantly more attention that the guide provides today. The CAM²P™ Model offers **four dimensions of project success** from the project owner perspective[23]; Figure 11. Others have two or three dimensions model. The volunteers working on updating the guide can evaluate the various model and choose one to incorporate into the guide.

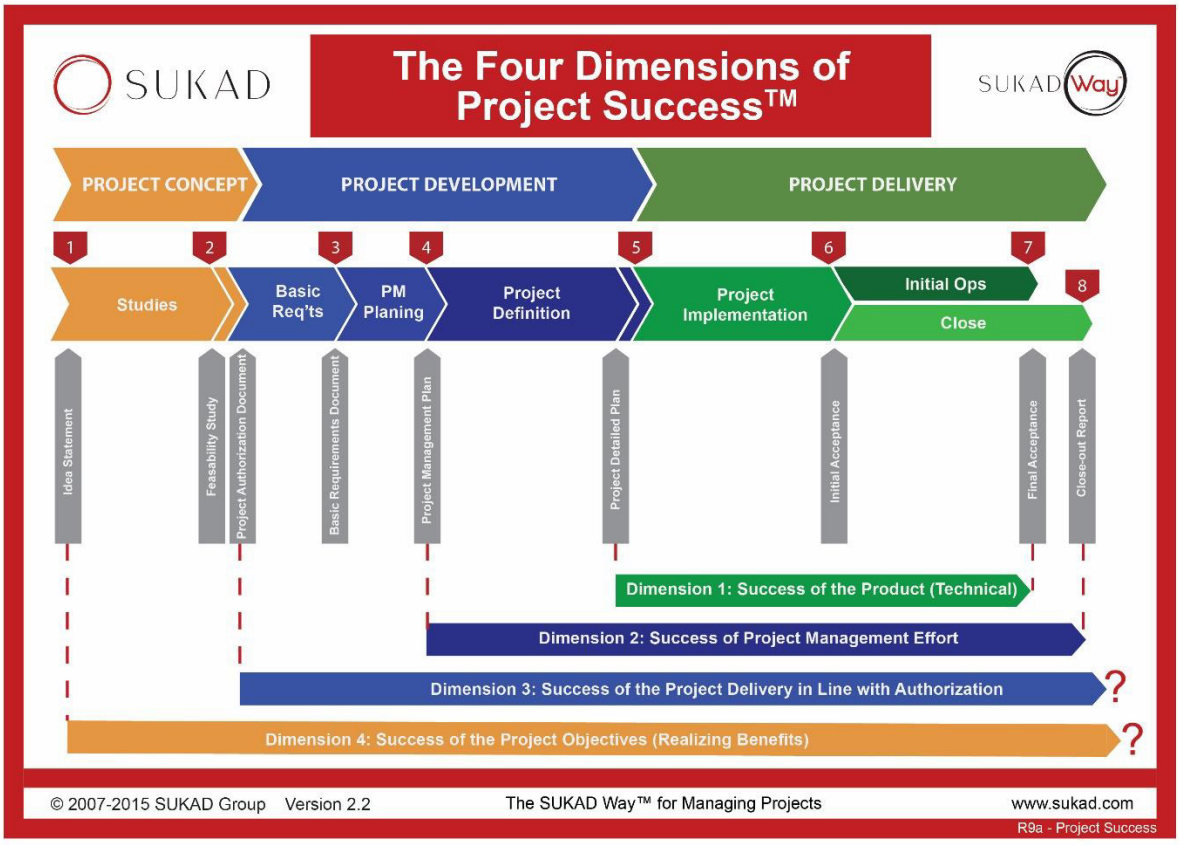

Figure 11: The SUKAD CAM2P™ Model Four Dimensions of Project Success

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Ideally, and like everything else, we can define success for the project and success for the stage. Defining the success criteria for the stage is in the initiating process group but establishing the success criteria for the project can be with the Project Authorization Document or the Project Requirements Document.

One more comment: for organizations performing similar projects, the project success dimensions, metrics, key performance indicators, could be standardized and included in the organizational project management system. We include another project success process in the closing process group.

9.5 Planning additional processes

As discussed in Chapter 20, we had split the process group into two processes.

9.5.1 Management planning

9.5.1.1 Overview

As presented in Chapter 20, the following are the proposed management planning processes.

The ones in bold are either a modification to an existing process or a new process. Also, note that the names of planning processes were modified, for example instead of Plan Scope Management we changed it to Develop Scope Management Plan; and the same for all others.

- **Outline the Management Plans**
- **Develop Change Management Plan**
- **Develop Control Plan**
- Develop Scope Management Plan
- Develop Schedule Management Plan
- Develop Cost Management Plan
- Develop Quality Management Plan
- Develop Human Resource Management Plan
- **Select Management Team**
- Develop Communications Management Plan
- Develop Stakeholder Management Plan
- Develop Risk Management Plan
- Develop Procurement Management Plan

Next, we will address the modified and added processes.

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9.5.1.2 Outline the management plans

We have two issues with the current name "Develop Project Management Plan", one it implies that the output is the complete management plan, which is not possible until all other subsidiary management plans are complete. The other issue is the word 'project' in the name, which we removed. Therefore, this process now is to outline the stage (or phase) management plan and add any special conditions that are not in the basic plan from the organizational project management system.

9.5.1.3 Develop change management plan

This process is explained and included in the PMBOK® Guide but not as a dedicated process, and we believe it deserves one. Project changes can be a leading cause of failure in projects in most domains. Further, it is interesting that the PMBOK® Guide has a Perform Integrate Change Control process but no dedicated planning process.

Our philosophy is that every planning process (or most) must have a corresponding control process, and every closing process should have a corresponding initiating process; more and less.

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9.5.1.4 Develop control plan

Same concept as Develop Change Management Plan.

Further, change management and control applies at both the stage and project levels. At the stage level, refer to Figure 12. As the work proceeds from one process group to another, the control reference point changes, it superseded by the new control reference. For example, during the initiating process group our control reference is the idea statement or business case. Once the stage authorization is issued, that document will become the control reference during management planning. Similarly, once the stage management plan is published it will be the control reference during detailed planning. Finally, while executing the control reference is the stage detailed plan.

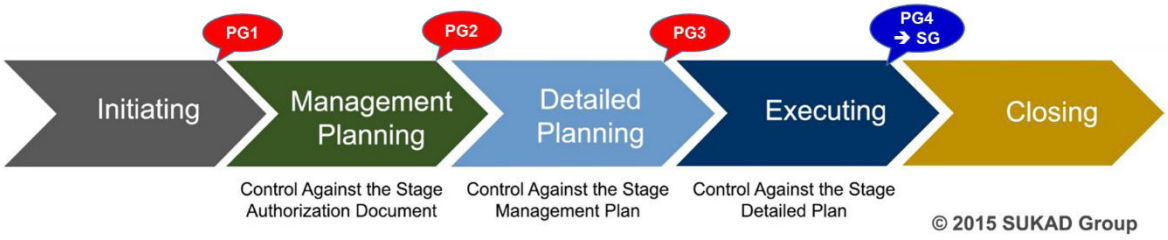

Figure 12: Stage Control and Control Reference Points

On the project level, we use a similar model as represented in Figure 13.

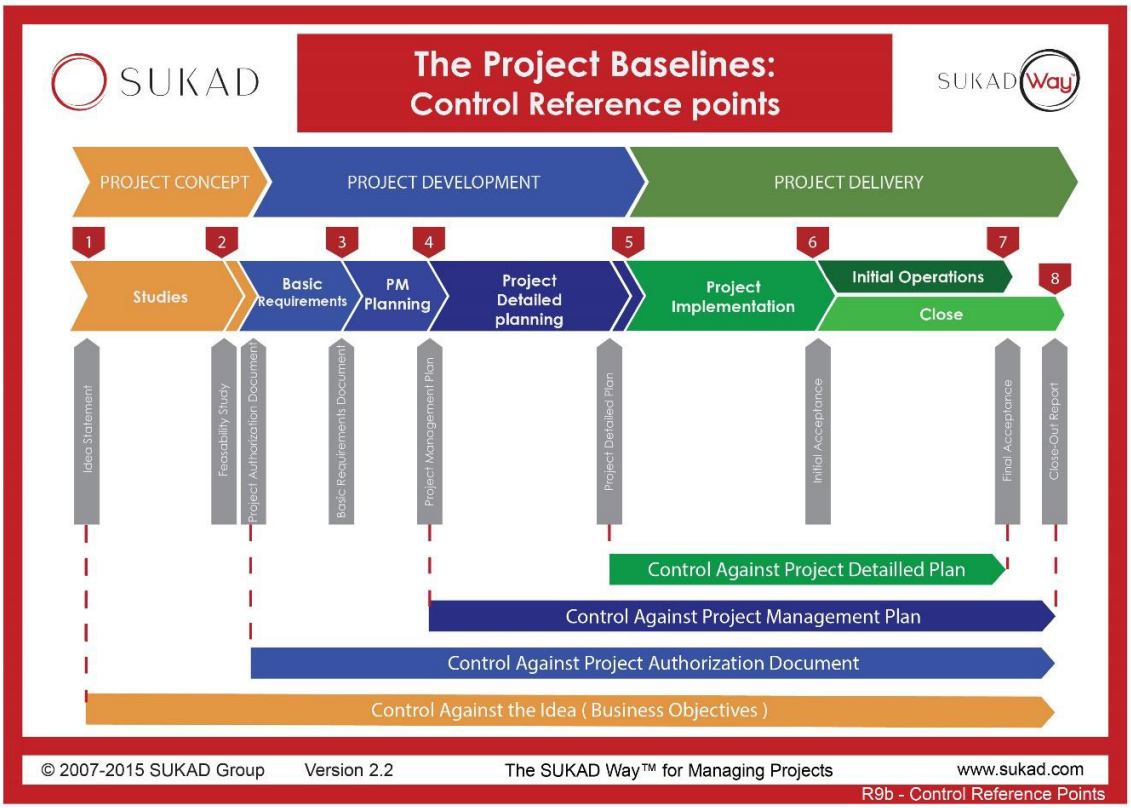

Figure 13: Project Control: Control Reference Points

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9.5.1.5 Select management team

This process is similar to selecting the project manager. If the project (stage) requires a management team to help the project manager, this is the time to choose the needed resources.

9.5.2 Detailed planning

The following are the proposed detailed planning processes.

- **Develop Configuration Management Plan**
- Collect Requirements
- Develop Scope Statement
- **Create WBS and Dictionary**
- Define Activities
- Sequence Activities
- Estimate Activity Resources
- Estimate Activity Durations
- Develop Schedule
- Estimate Costs
- Determine Budget
- **Define Quality**
- **Develop Process Improvement Plan**
- **Select Detailed Planning Team**
- **Determine Roles and Staffing**
- **Define Communications**
- **Determine Stakeholder Engagement**
- Identify Risks
- Perform Qualitative Risk Analysis
- Perform Quantitative Risk Analysis
- Plan Risk Responses
- **Develop Procurement Documents**

Next, we will address the modified and added processes.

9.5.2.1 Develop configuration management plan

This plan is already in the PMBOK® Guide but not as a dedicated process.

9.5.2.2 Create WBS and dictionary

This process already exists, just modified the name to clarify the output and that the output is the WBS and the dictionary.

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9.5.2.3 Define quality

Discussed in Chapter 20 and was split out from the management planning process.

9.5.2.4 Develop process improvement plan

Process improvement is already in the PMBOK® Guide but not as a dedicated process.

9.5.2.5 Select detailed planning team

On some projects, the detailed planning team can be significant and require a great deal of efforts. Therefore, we added this recommendation in line with selecting the project manager and management team.

9.5.2.6 Determine roles and staffing

Discussed in Chapter 20 and was split out from the management planning process.

9.5.2.7 Define communications

Discussed in Chapter 20 and was split out from the management planning process.

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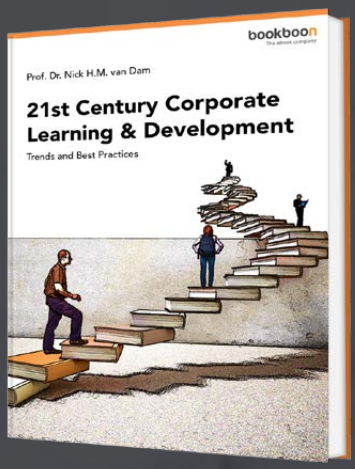

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9.5.2.8 Determine stakeholder engagement

Discussed in Chapter 20 and was split out from the management planning process.

9.5.2.9 Develop procurement documents

Discussed in Chapter 20 and was split out from the management planning process.

9.6 Executing additional processes

For the executing process group, our proposal includes adding two processes and removing one.

- Direct and Manage Work
- **Complete Work Packages**
- Acquire Team
- Develop Team
- Manage Team
- Manage Communications
- Manage Stakeholder Engagement
- Conduct Procurements
- **Manage Procurements**

The main change in most of these processes was the removal of the word 'project' from the name of the processes.

The second change is the addition of a process in scope about Complete Work Packages, which is about completing the work packages that we plan in planning and validate in controlling. We have discussed this point in an earlier chapter.

The third change is to move quality assurance to control; this is why the perform quality assurance process does not show here.

Finally, splitting the procurement process into two processes. This is a point that we have not discussed yet. What we are proposing is to keep conduct procurement as is, which ends with awarding the contract. However, where is the management of the contract work? Is it under integration direct and manage work? Most likely, but a separation would be preferred to separate doing work by internal resources from contracted work.

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9.7 Controlling additional processes

For the controlling process group, our proposal includes adding three processes, one of them was moved here from executing.

- Monitor and Control Work
- Perform Integrated Change Control
- **Conduct Performance Management**
- Validate Scope
- Control Scope
- Control Schedule
- Control Costs
- **Perform Quality Assurance**
- Control Quality
- **Control Team**
- Control Communications
- Control Stakeholder Engagement
- Control Risks
- Control Procurements

Similar to the other process groups, one change is that in most of these processes were the removal of the word 'project' from the name of the processes.

Another change was moving the quality assurance to control as discussed before.

The additional processes include Control Team, as discussed earlier, and Conduct Performance Management, which was added to the integration chapter. This process includes Earned Value Management and other performance items. In other words, we are consolidating the performance activities that are shared in more than one knowledge area.

9.8 Closing additional processes

The closing process group changes drastically with the additions of three processes and changing the name of one process.

- **Measure Success**
- Finalize Administrative Closure
- **Validate Product**
- **Close Team (Adjourn)**
- Close Procurements

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The additional processes are:

- Measure Success: As discussed earlier, we added a process in initiating to determine the success criteria. In closing, we need to assess and measure the success of the project. Without this process, we notice that is common practice to consider completion, or acceptance, as success, but that is not always the case. Further, in the SUKAD Four Dimensions Model, two of the success measure might not be possible at closing the project. However, the team can include an action item for management to measure these dimensions when possible, which might be months or years after closing the project.
- Validate Scope is a controlling process but validating the product is a closing process and should be explicitly stated. While we are on this point; we think the old name, verify scope (and verify product) are more appropriate.
- Close Team: In the 2003 construction supplement of the guide this process exists as an independent process. Since the technical team may change from stage to stage, we propose adding this process. It is also needed at the end before demobilizing the team.

9.9 Closing Comments

We realize there are many processes here. Those working small and simple projects might be panicking now since they think 47 process is already too much. Please reflect back on what we covered in Section 9.3.

Please also note that what we include here are the processes that we see are needed while keeping the PMBOK® Guide generic. In other words, we do not include any processes that might be domain specific like for industrial projects or technology projects.

In summary, generic is nice but there are situations where generic is not good enough. We need to reflect concepts related to various project classifications or domains. The PMBOK® Guide is not likely the place for this. However, other standards can be developed and existing ones updated more frequently.

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10 Team of Experts To Review

10.1 The challenging situation

In the notice page of the PMBOK® Guide, PMI disclaim any responsibility for the guide and its content putting the burden of the responsibility for the volunteers. The idea is that standards are developed by a consensus of the volunteers. In general, this approach maybe logical however it may create challenges.

In principle, we cannot accept that a global leader, like PMI, that publishes standards' documents that are used by thousands and millions of people do not take the ownership and responsibility for the work. Standards documents should not be limited to generating revenues. What is needed, critical and vital for protecting the guide and project management, is for PMI to change its policy presented on the notice page and take real ownership.

10.2 The recommendation

The need calls for PMI to have a team of expert reviewers (paid and not the volunteers) to review the work of the volunteers and to ensure that the "package" fit together properly. This team must make sure that there are no major inconsistencies or gaps. One cannot eliminate all issues, inconsistencies, or gaps, but this can be a step in the right direction.

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We must state that this recommendation is not a reflection on the volunteers and volunteer leaders who contribute to these standards, the author has been one of them – regularly. In volunteer work – there are numerous challenges from the volunteers' time and availability to consensus making, and as a result, often numbers (mass of volunteers) over-ride subject matter expertise. Further, are there imposed boundaries (by PMI) on the changes and what should be updated? Maybe this is a topic on its own, and we leave it outside this work.

This team of experts has two missions: the first is to review the various standard documents, as already discussed. The other mission is to use the group of experts suggested here, or a similar arrangement, to form an experts board. This experts' board can be a platform for answering the questions of those using the PMBOK® Guide (and other standards); such as the numerous questions we have raised here.

These recommendations are not limited to the PMBOK® Guide, but to all of the standard documents that PMI publishes. The same comments may apply to other organizations if such structures do not exist.

10.3 The volunteers

We realize that some of the volunteers who contribute to the PMBOK® Guide are experts and significant experience. However, others are practitioners who might not have enough expertise or even experience in managing projects. This situation is complicated further where the majority of volunteers are from the pool of Project Management Professionals (PMPs) and a large percent of those, today, are from a technology background. This situation leads to scenarios where the majority of volunteers have not been exposed to different types of projects. We could be wrong here since we cannot prove this situation. However, this is our observation and in our professional opinion.

All volunteer effort and contribution must be welcome and appreciated – so this is not a critique of volunteers. However, the issue of expertise, along with dividing the work of updating the guide into too many teams, results in inconsistencies or lack of clarity.

10.4 PMI view

Continuing with justification for this recommendation, we often get questions from our class participants asking, "*What is PMI view on this?*" Unfortunately, we cannot answer since there is no one in PMI, not a department not even a unit that can answer technical questions, such as some of the points we raised here. Again, we could be wrong, but in close to twenty years working with PMI, we are not aware of such a unit. Yes, there are departments for the administration of memberships, exams, certifications, and other areas but not a team of experts on PMI payroll to answer technical – project management questions.

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Further, PMI disclaimer on the notice page of every standard document that they publish that they do not endorse nor approve the work of the volunteers. In other words, PMI is just in the middle between the volunteers and the members and users of its resources. Fortunately for PMI, most users do not even read the notice page.

10.5 Final justifications point

We will share an example of one of the issues that justify this recommendation. We have written about this point before via our blog and even email to PMI and volunteers and no answer.

In the fourth edition of the PMBOK® Guide (and earlier editions), the definition of the charter was "**the document to authorize a project or phase**." (Project Management Institute, 2008). In the fifth edition, the definition is "**the document to authorize a projec**t." (The Project Management Institute, 2013). The term "**or phase**" was removed. This text cannot be a typo because words were taken out.

Consequently, what does this mean?

Did the definition of a charter change between the two editions?

If it did not change, then why dropping "or phase"?

If it did change, does not this create an inconsistency between the definition of the initiating process group and the charter?

Please note that the definition of initiating process group still states that it is about the project or phase. It is important to note that initiating has only two processes. Further, notice the plural in this definition: "*The Initiating Process Group consists of those processes performed to define a new project or a new phase*" (The Project Management Institute, 2013)[24]. In other words, the charter's process says something (charter is for the project), and the initiating process group says something else (about project or phase).

There are other examples include all of the items addressed in the inconsistencies chapter. These include manage and control project team, audit, success definition, and many other points. We are willing to accept that what we state here (in this e-book series) might be our mistake; but is there anyone that can tell us what is the official PMI, or PMBOK® Guide view on these points; with a proper explanation?

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11 Closing Chapter

11.1 Introduction

If we have not said this before, it is time to say it.

We do not claim that we know better than PMI or the volunteers working on the PMBOK® Guide. Therefore, what we have offered here is the perspective of one person, who has been working on projects and in project management since 1984 and with PMI since 1997. We have had the great opportunity of working on projects small and large, simple and complex, in different roles and contracting scenarios and in many countries and most continents.

Some of our suggestions, are minor (in term of organizational impact) while others are significant and challenge the conventional wisdom. We are willing to work with PMI and the volunteers to discuss these recommendations; **if there is a serious interest in transforming the PMBOK® Guide**; on the condition that we maintain the copyright of our work.

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11.2 List of Additional Chapters

We are not going to relist all of the recommendation here; we only list the major one that require additional chapters:

- A chapter to address project classification and the practitioners should apply the concepts as a function of the project class.
- A chapter on planning and splitting the planning processes; of course if our proposal is accepted.
- A chapter is addressing the gaps in the guide, what is missing and what is not emphasized enough; per Part II.
- A chapter for managing the project across the stages.

There could be other chapters, like one on performance management as a new knowledge area.

11.3 Final Statement

We trust that in this e-book series we were able to demonstrate that our intention is to improve the PMBOK® Guide. A standard document, as important as the PMBOK® Guide, with its global use, and being a foundation for a highly popular certification, cannot be left as is. There is a serious need to update it and perform a major overhaul to its structure and content.

Again, we realize that not everyone will agree to everything we included here – but we believe that most would agree that there are numerous valuable points here – and must be considered. Ignoring them, will not serve the members, certificate holders, and the professional community at large. This is a challenge – we hope PMI will take on. If not, then we urge organizations not to depend on the PMBOK® Guide by itself and consider what we offer.

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Attachment 1

Mounir Ajam Revised Processes Chart (For the CAM²P™ Model)

Knowledge Areas	Process Groups					
	Initiating	Management Planning	Detailed Planning	Executing	Monitoring & Controlling	Closing
Project Integration Management	• Develop Charter • Establish Success Criteria	• Outline the Management Plans • Develop Change Management Plan • Develop Control Plan	• Develop Configuration Management Plan	• Direct and Manage Work	• Monitor and Control Work • Perform Integrated Change Control • Conduct Performance Management	• Measure Success • Finalize Administrative Closure
Project Scope Management		• Develop Scope Management Plan	• Collect Requirements • Develop Scope Statement • Create WBS	• Complete Work Packages	• Validate Scope • Control Scope	• Validate Product
Project Time Management		• Develop Schedule Management Plan	• Define Activities • Sequence Activities • Estimate Activity Resources • Estimate Activity Durations • Develop Schedule		• Control Schedule	
Project Cost Management		• Develop Cost Management Plan	• Estimate Costs • Determine Budget		• Control Costs	
Project Quality Management		• Develop Quality Management Plan	• Define Quality • Develop Process Improvement Plan		• Perform Quality Assurance • Control Quality	
Project Human Resource Management	• Select Project Manager	• Develop Human Resource Management Plan • Select Project Management Team	• Select Detailed Planning Team • Determine Roles and Staffing	• Acquire Team • Develop Team • Manage Team	• Control Team	• Close Team (Adjourn)
Project Communications Management		• Develop Communications Management Plan	• Define Communications	• Manage Communications	• Control Communications	
Project Stakeholder Management	• Identify Stakeholders	• Develop Stakeholder Management Plan	• Determine Stakeholder Engagement	• Manage Stakeholder Engagement	• Control Stakeholder Engagement	
Project Risk Management		• Develop Risk Management Plan	• Identify Risks • Perform Qualitative Risk Analysis • Perform Quantitative Risk Analysis • Plan Risk Responses		• Control Risks	
Project Procurement Management		• Develop Procurement Management Plan	• Develop Procurement Documents	• Conduct Procurements • Manage Procurements	• Control Procurements	• Close Procurements

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End Sections

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Mr. Mounir A. Ajam is an entrepreneur, author, speaker, coach, advisor, consultant, volunteer leader, and project management thought leader.

He is the author of '***The Inheritance****, a Story of Friendship, Community, and Project Management'*; ***Project Management Foundation***; ***Redefining the Basics of Project Management***; ***Applied Project Management***; ***CAM²P™ for Mega Projects*** (not published yet), and a series of e-books; all on project management.

He is a senior executive with three decades of outstanding global and practical experience in capital project industries such as engineering, construction, petroleum, utilities, project management, and management consultancy. He has worked on projects worth billions of United States dollars in North America, Europe, South East Asia, and West Asia. His experience included working small and multiple projects and large and complex projects, including two mega projects one in the United States and one in South East Asia.

Mr. Ajam is a co-founder and the Chief Executive Officer of SUKAD Group, a leading project management provider with offices in Lebanon and the United Arab Emirates.

Mr. Ajam and SUKAD play quite an active role in the project management community through various professional activities that are open to community members at no cost. He is a real volunteer servant leader. He is heavily involved with the project management community at the regional and global levels. Globally, he has served in different roles and capacities. These roles include serving on the Global Advisory Group to the Project Management Institute (PMI®) Registered Education Provider program and as a judge for various PMI® educational awards. He served on the 2008 PMI® EMEA (Europe-Middle East-Africa) Congress Project Action Team. He is also a graduate of the PMI Leadership Institute Master Class (Class of 2007).

In West Asia, Mr. Ajam served on the board of directors for the PMI chapter in the Arabian Gulf. He led the effort to establish a PMI chapter in the United Arab Emirates. He also led the effort and established the Global Project and Process Management Association (GPPMA). He served as GPPMA board chairperson for three years.

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Mr. Ajam is an advocate of project management and recognizes its strategic value. He contributes to project management growth by publishing professional papers and articles on numerous platforms. These platforms include PMI Congresses, Construction Week Magazine, Dubai Quality Group, DKV Experts Channel, PMForum.com, Wamda.com, and other publications. He is the principal author of the SUKAD blog site (http://blog.sukad.com), in addition to a personal blog. The SUKAD blog has more than 200 articles.

For more information about Mr. Ajam, please refer to his personal page at www.mounirajam.com.

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SUKAD Mission is **Be an Agent of Change and a Catalyst for Development!**

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SUKAD has an extensive project management research and development program. Under the label and trademark **The SUKAD Way**™, the R&D effort has led to the development of proprietary products. These include ***The Customizable and Adaptable Methodology for Managing Projects***™ (CAM²P™) and ***The Seven Elements of Project Management Maturity***™ (The 7Es™).

In addition to the PM Methodology and PM Maturity Model, SUKAD has developed numerous advanced courses and master certificates in project management. SUKAD has been publishing a series of books, booklets, and sample projects in Arabic and English.

SUKAD is a corporate citizen and business with heart. Over the years, SUKAD has provided numerous complimentary learning events to thousands of professionals either on our own (under our **2SPI™ program**) or through partnerships with various organizations and universities.

In recognition of our business and community successes, in 2011/2012 SUKAD was recognized and ranked in the **Dubai SME 100** ranking and the **AllWorld Network Arabia 500** ranking.

SUKAD Multimedia

SUKAD Multimedia is a division of SUKAD Group with a focus on publishing project management related work. This book is a product of the SUKAD Multimedia Division.

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Endnotes

1. http://sukadway.sukad.com.
2. The Notice Page is just inside the cover in the PMBOK® Guide.
3. We will often use the term 'guide' to refer to the PMBOK® Guide.
4. We will have particular recommendations later on the chapters to add.
5. Idea from Mr. Crispin ("Kik") Piney, PfMP, PgMP
6. We realize there were other publications but as a standard, if we are not mistaken, it was the only one.
7. Idea is also by Mr. Piney
8. These are the baselines but we are avoiding the use of the term baseline at this stage to avoid the default thinking that we are referring to 'approved plans'.
9. For more discussions on this topic refer to http://sukadway.sukad.com/
10. http://blog.sukad.com/20121123/case-for-performance-management-knowledge-area/
11. Like a change management plan, a configuration management plan, and a process improvement plan.
12. Per the current PMBOK® Guide.
13. There are 24 planning processes per the fifth edition of the PMBOK® Guide.
14. CAM²P™ labels this document "stage authorization document"
15. Could be a phase management plan
16. Like government versus private organizations.
17. Like industrial projects versus technology projects, or versus marketing projects.
18. Like human resource project versus a finance project.
19. Can be in the hundreds if not thousands.
20. https://www.linkedin.com/grp/post/37888-6035735586181042180#commentID_discussion%3A6035735586181042180%3Agroup%3A37888
21. http://blog.sukad.com/20150803/how-many-charters-are-there-on-a-project/
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