



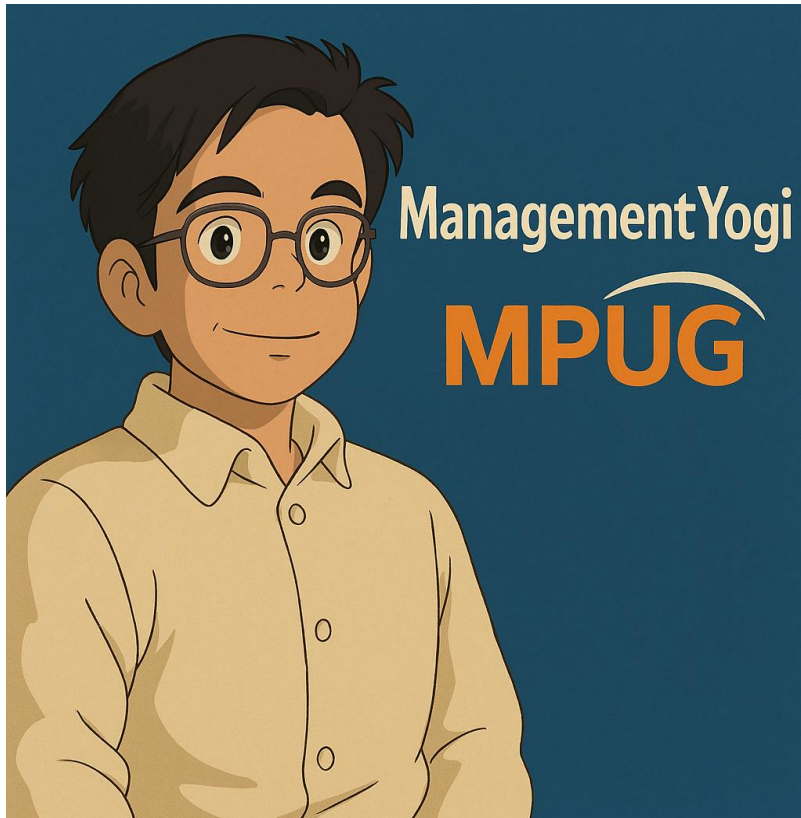
The New PMBOK Guide, 8th Ed and Artificial Intelligence (AI)

A Comprehensive Introduction

April 30, 2025 @ 12pm-1pm EDT

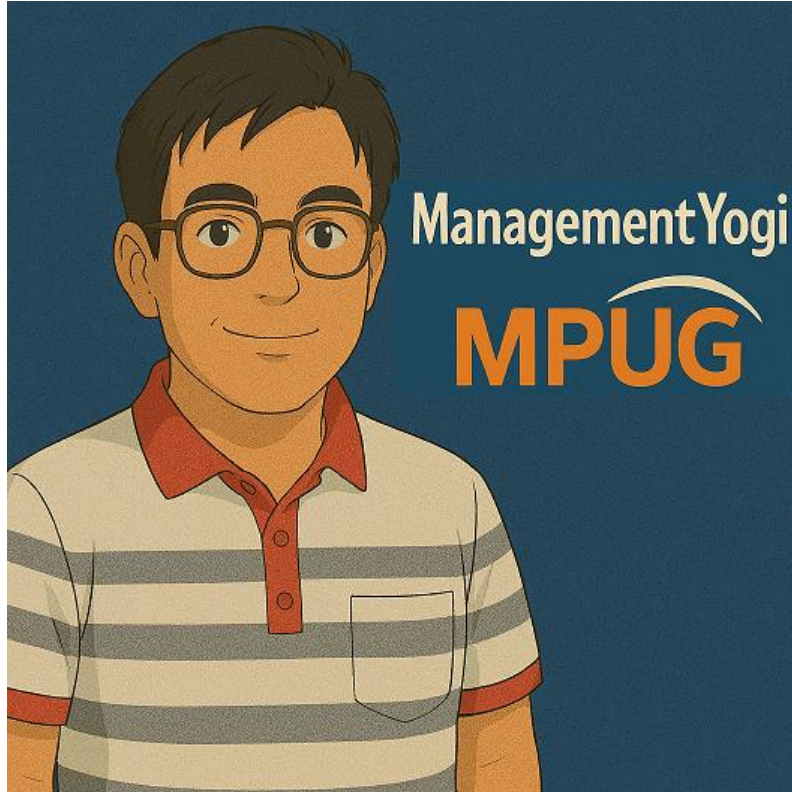
Speaker: Satya Narayan Dash,
CHAMP, CIPSA, PMP
Moderator: Morgan Laubach

About the Presenter



- I'm a management professional, leader and author of multiple books, and courses.
- Professionals have used my courses and books to become CIPSA, CHAMP, PfMP, PMP, RMP, ACP, CAPM, among others.
- I periodically write, speak and present on AI and related technologies.
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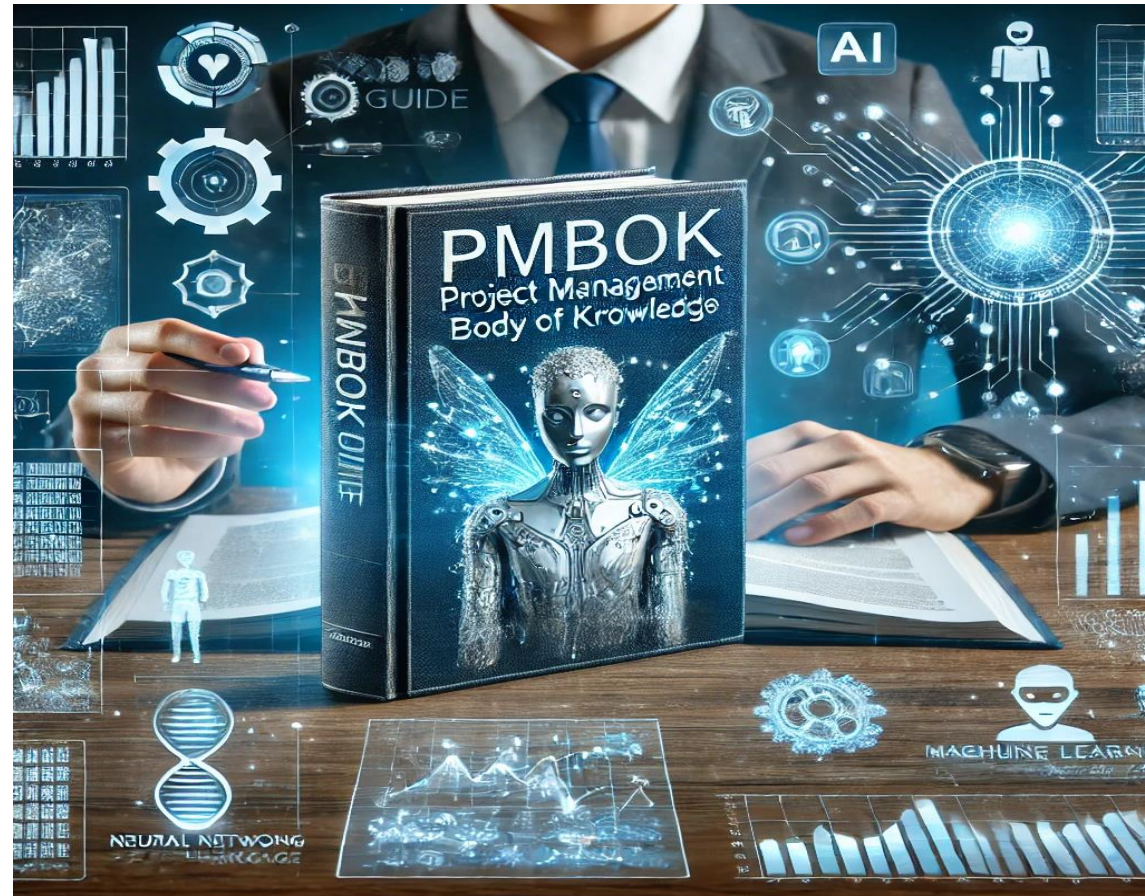
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Agenda

- The Upcoming PMBOK Guide, 8th edition - What's New?
- PMBOK Guide, 8th Edition – Principles
- PMBOK Guide, 8th Edition – Performance Domains
- PMBOK Guide, 8th Edition – Process Groups
- The New Process Map in the PMBOK
- Artificial Intelligence (AI)
- PMBOK and AI - How do they fit together?
- Questions and Answers

1. Upcoming PMBOK Guide, 8th Edition – What's New?

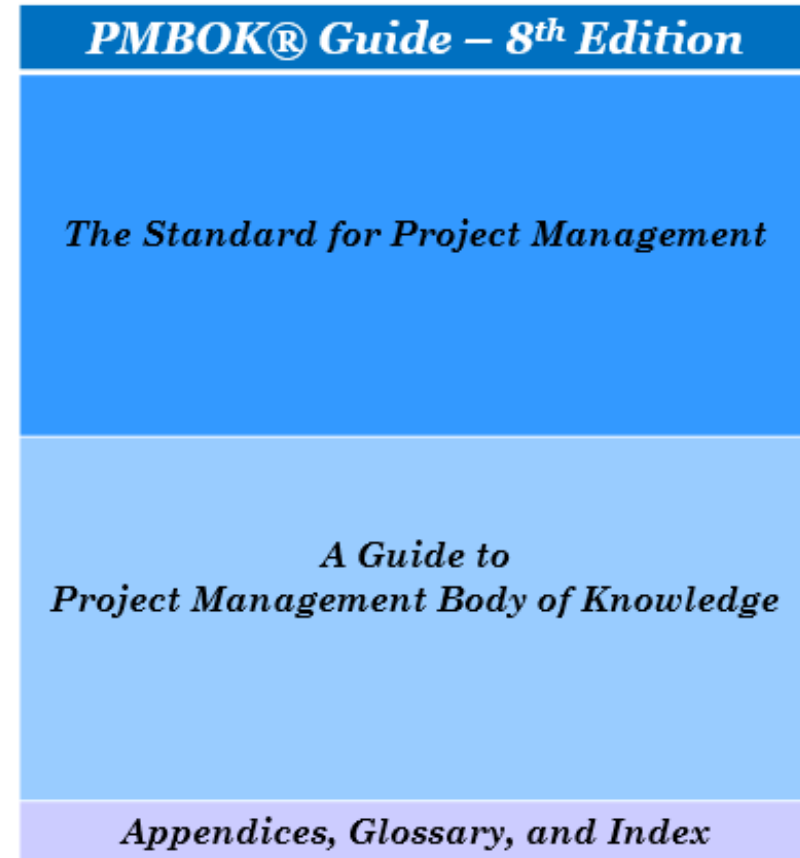
Image Created with AI!



PMBOK, 8th Edition – What's New?

(1/3)

- I've always compared the PMBOK Guide with a Human.
- Every human has a head, torso (body) and legs.
- All three are need to function together.
- PMBOK Guide looks and feels the same.



PMBOK, 8th Edition – What's New?

(2/3)

- The definition of project has completely changed. It's now more synchronized with portfolio management.
- A different set of principles are added.
- The Process Groups (PG) have made a comeback!
- Alongside the PGs, a new Process Map is available.
- The performance domains are completely changed. It resembles more with the knowledge areas of PMBOK Guide 6th edition.
- Artificial Intelligence has been introduced and it goes deep into the PMBOK Guide processes.

PMBOK, 8th Edition – What's New?

(3/3)

- Considering the PMBOK Guide – Standard part, following are the updates.
 - ✓ The key terms and definitions have been enhanced.
 - ✓ Updates have been made to project management roles.
 - ✓ Project life cycles have more descriptive coverage.
 - ✓ Extended coverage of the PM process groups.
 - ✓ Project Management principles are more streamlined and designed to be practical.

Satya's Speak:

"A project is a living entity, and the PMBOK® Guide reflects that with a thinking head, a responsible heart, and legs ready to adapt to new frontiers of AI."

2. Principles in the PMBOK Guide, 8th Edition

Principles – PMBOK Guide, 8th Edition

(1/2)

- The principles are neither prescriptive in nature nor a reflection of morals.
- Rather, they serve as guidelines for decision-making and problem-solving.
- Collectively, these **principles** describe the mindset of project management.
- This **mindset** guides the mechanics of project management.
- There is an interplay between mindset and **mechanics**.
- Fundamentally, the project manager's mindset is inherently **proactive**.

Principles – PMBOK Guide, 8th Edition

(2/2)

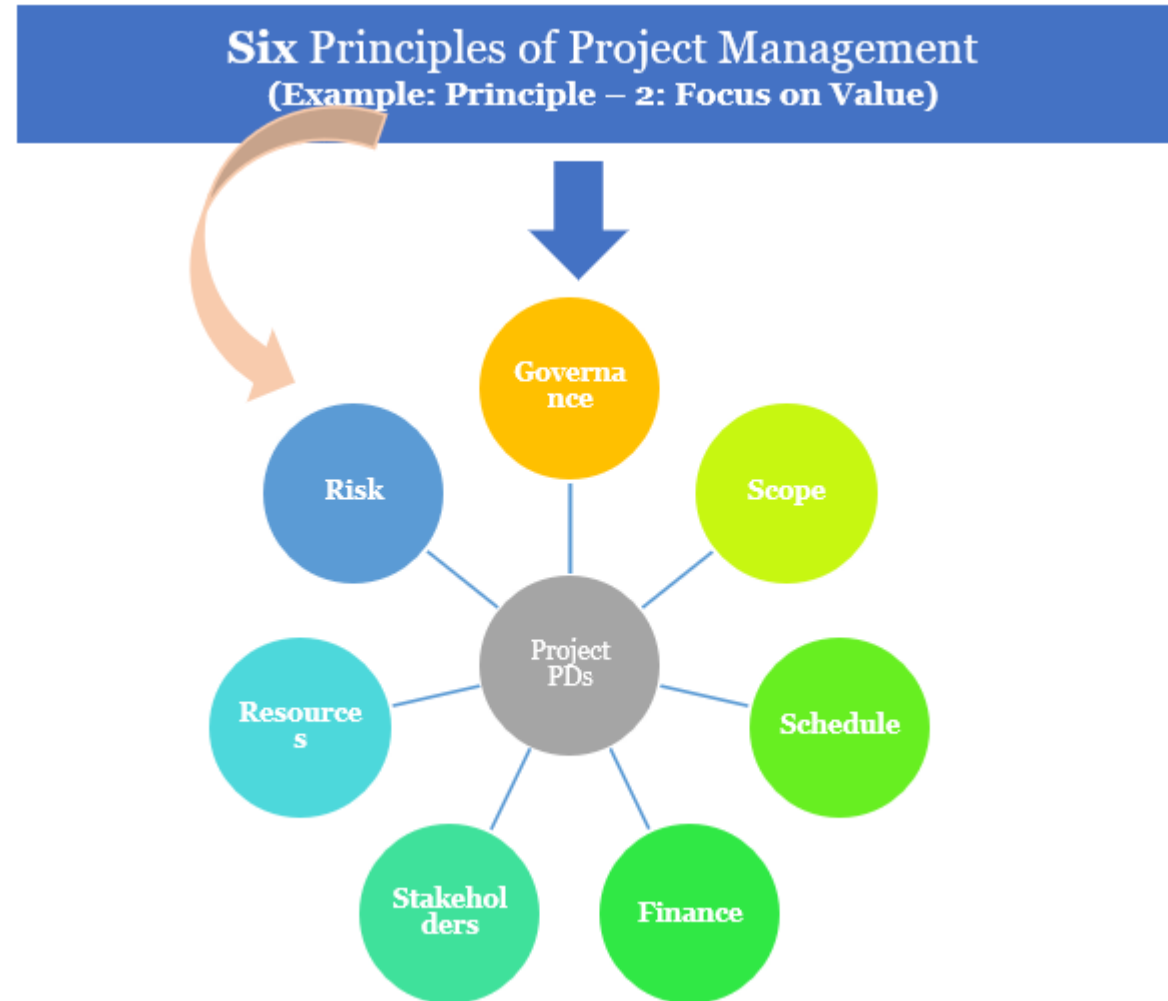
No.	Principle	One/Two Words	What It Entails?
1	Adopt a holistic view .	Holistic View	Have a holistic mindset—it includes systems thinking.
2	Focus on Value	Value	Outputs or results lead to outcomes, which generate benefits and ultimately create value.
3	Embed quality into processes and deliverables.	Quality	Quality is essential for both processes and deliverables; it includes meeting acceptance criteria.
4	Be an accountable leader .	Leadership	Project Managers are also leaders—PMs must be accountable in their leadership.
5	Integrate sustainability within all project areas.	Sustainability	Sustainability takes into account economic, social, and environmental aspects.
6	Build an empowered culture .	Culture	Projects are delivered by teams, and teams shape the culture. That culture must empower people.

3. Performance Domains in the PMBOK Guide, 8th Edition

PDs – PMBOK Guide, 8th Edition

- Principles guide behavior, whereas performance domains are broad areas of focus for demonstrating that behavior.
- The key distinction from the Knowledge Areas (KAs) in PMBOK6 is that the performance domains (PDs), unlike the KAs, are outcome-focused.
- There are **seven performance domains (PDs)**.
 - Governance
 - Scope
 - Schedule
 - Finance
 - Stakeholders
 - Resources
 - Risk

Principles and Performance Domain



PDs – PMBOK Guide, 8th Edition

- Satya's Speak:
"Principles shape intent; performance domains turn that intent into outcomes."

4. Process Groups in the PMBOK Guide, 8th Edition

PGs – PMBOK Guide, 8th Edition

(2/2)

- PMI defines a process group as:
“A logical grouping of project management processes to achieve specific project objectives.”
- Simply put, a process group is a group of processes.
- For example, when we refer to the Planning Process Group, it consists of a set of planning processes.
- Similarly, for other process groups.

PGs – PMBOK Guide, 8th Edition

(1/2)

Sl. No.	PMBOK Guide 7 th Edition	PMBOK Guide, 8 th Edition
1	-	Initiating Process Group
2	-	Planning Process Group
3	-	Executing Process Group
4	-	Monitoring and Controlling Process Group
5	-	Closing Process Group
Total	0	5

5. The New Process Map

PMBOK Guide – New Process Map

(1/2)

Performance Domains	Project Management Process Groups				
	Initiating Process Group	Planning Process Group	Executing Process Group	Monitoring and Controlling Process Group	Closing Process Group
Governance	<ul style="list-style-type: none">• Authorize Project Initiation	<ul style="list-style-type: none">• Integrate and Align Project Plans	<ul style="list-style-type: none">• Direct and Manage Project Execution• Manage Project Knowledge	<ul style="list-style-type: none">• Monitor and Control Project Performance• Manage Project Changes	<ul style="list-style-type: none">• Close Project or Phase
Scope		<ul style="list-style-type: none">• Plan Scope Management• Collect Requirements• Create WBS• Define Scope	<ul style="list-style-type: none">• Validate Scope	<ul style="list-style-type: none">• Manage and Control Scope	
Schedule		<ul style="list-style-type: none">• Design the Schedule• Develop the Schedule		<ul style="list-style-type: none">• Maintain the Schedule	
Finance		<ul style="list-style-type: none">• Plan Financial Management• Conduct Make-or-Buy Decisions• Estimate Costs• Determine Budget		<ul style="list-style-type: none">• Control Finances	

PMBOK Guide – New Process Map

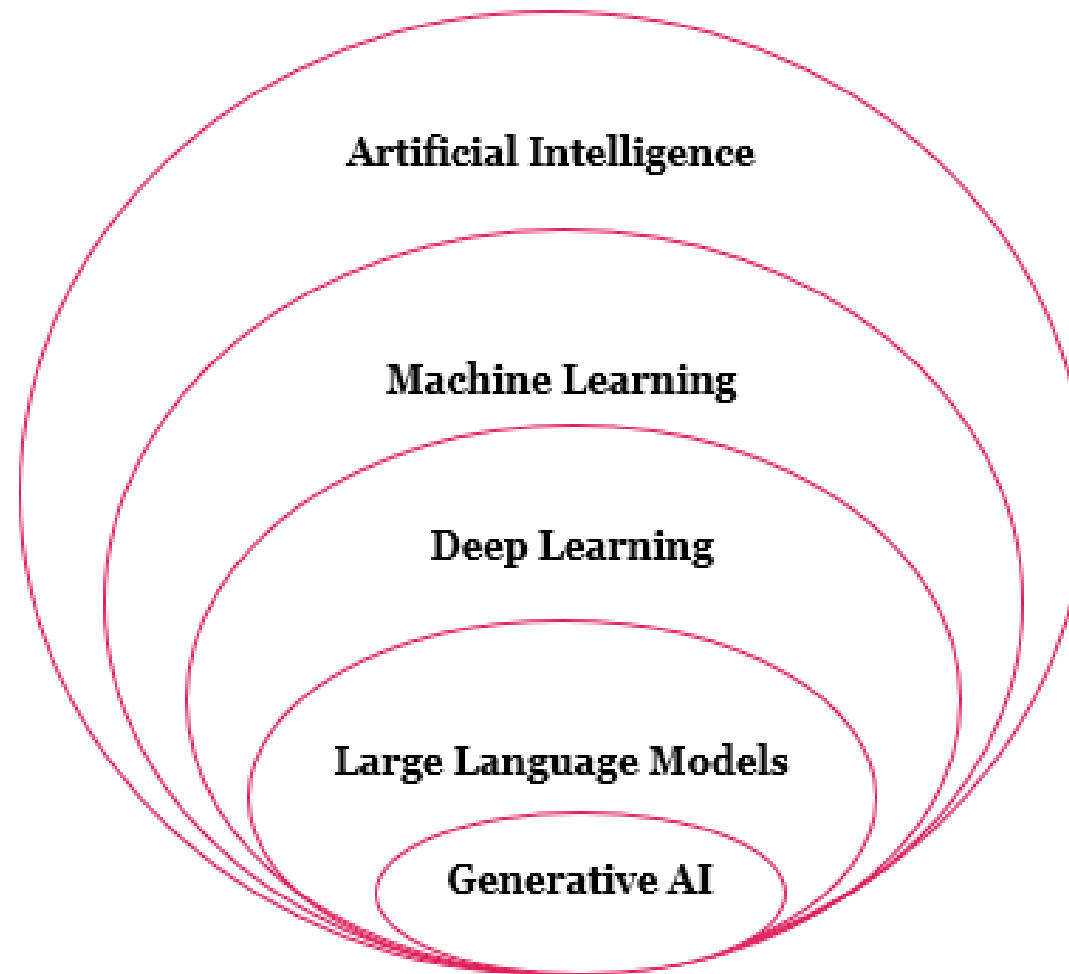
(2/2)

Stakeholders	<ul style="list-style-type: none">• Identify Stakeholders	<ul style="list-style-type: none">• Plan Stakeholder Engagement• Plan Communications Management	<ul style="list-style-type: none">• Manage Sponsor Engagement• Manage Stakeholder Engagement• Manage Communications	<ul style="list-style-type: none">• Monitor Stakeholder Engagement• Monitor Communications	
Resources		<ul style="list-style-type: none">• Plan Resource Management• Estimate Activity Resources	<ul style="list-style-type: none">• Acquire Resources• Lead the Team	<ul style="list-style-type: none">• Control Resources	
Risk		<ul style="list-style-type: none">• Plan Risk Management• Identify Risks• Perform Risk Analysis• Plan Risk Responses	<ul style="list-style-type: none">• Implement Risk Responses	<ul style="list-style-type: none">• Monitor Risks	

Source – Project Management Institute (PMI)

6. Artificial Intelligence (AI)

The AI Onion



Understanding the AI Onion

(1/2)

- At a higher level, we have **Artificial Intelligence (AI)**. I'll define AI as:
"The ability of a machine to demonstrate human-like intelligence."
- **Machine Learning (ML)** is a subset of AI. It uses algorithms that process large volumes of training data to build predictive models.
- **Deep Learning (DL)** is a subset of ML. It employs neural network layers and architectures to recognize images and perform natural language processing (NLP).

Understanding the AI Onion

(2/2)

- The **Large Language Models (LLMs)** are trained on vast and diverse datasets, primarily sourced from the internet.
- **Generative AI (GenAI)** is a subset of LLMs with real-world applications. It takes prompts in natural language provided by humans and generates human-understandable text.

Example – MPUG's AI Assistant.

- **Satya's Speak:**
"LLMs absorb knowledge; GenAI transforms that knowledge into dialogue."

7. PMBOK and AI – How They Fit Together?

PMBOK and AI Together

(1/3)

- AI has been integrated into the PMBOK Guide, 8th edition.
- There are tools and techniques (T&T) directly or indirectly related to AI.
- Let's see explore some applications of AI in the PMBOK Guide processes, particularly within the Performance Domains (PDs).
- **Application # 1: Direct Use of AI as a T&T**
An explicit T&T called **Artificial Intelligence** in the *Estimate Activity Resources process* of Resources performance domain.

PMBOK and AI Together

(1/3)

- **Application # 2: Indirect Use AI in T&Ts**

Usage can also be indirect, yet widely applied. For example, the T&T called **Project Management Information System (PMIS)** store vast amount data on which AI can be applied.

- **Application # 3: Real-time Monitoring of Projects**

AI tools can monitor the project progress in a real-time against the planned baselines and provide alerts for deviations. These alerts can help trigger corrective actions.

PMBOK and AI Together

(1/3)

- **Application # 4: AI in Risk Management**

After risk identification, AI tools can be used to suggest and/or automate some risk mitigation actions.

<https://www.mpug.com/top-frustration-2-end-to-end-risk-management/>

- **Satya's Speak:**

"Through AI, project management finds a better rhythm - turning data into action, progress into reality, and challenges into solutions."

References

- **The Project Management Body of Knowledge (PMBOK), 8th edition draft, by Project Management Institute (PMI)**
- **PMP Live Lessons – Guaranteed Pass or Your Full Money Back, by ManagementYogi.com**
<https://www.managementyogi.com/p/pmp-live-lessons.html>
- **PMP 35 Contact Hours – Full Money-Back Guarantee, by ManagementYogi.com**
<https://www.managementyogi.com/p/pmp-35-contact-hours-online-course.html>

Reference Articles

- **Article: The New PMBOK Guide, Project Management and Artificial Intelligence, published by MPUG.com**
<https://mpug.com/the-new-pmbok-guide-eighth-edition-project-management-and-artificial-intelligence/>
- **Article: PMBOK Guide and Artificial Intelligence**
<https://www.managementyogi.com/2025/01/pmbok-8th-ed-managementyogi-first-view-process-groups-performance-domains-addition-of-artificial-intelligence.html>

Dangers of AI

- Dangers of AI:
 - There are many. Here are a few:
 - 1) Total copyright violation, people will stop writing.
 - 2) Hive-mind...the Oracle has spoken!
 - 3) Societal reprogramming – a generation of kids has stopped writing in social media age.

Final words

- Thank you in Spanish, Japanese, Odia and French.
 - If I missed some language(s), please don't mind.
- In my view, one of the best uses of AI will be this! Good, genuine people exist, worldwide. I just hope they *connect, interact and bond* with the help of AI.

Discussion Board

Q & A



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