

Revised: 1 August 2017

## ***The PMBOK® Guide – Sixth Edition and the Agile Practice Guide bundle***

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### **Q. When will the *PMBOK® Guide – Sixth Edition* and the *Agile Practice Guide* be published?**

A. Both publications will be made available for sale together in print and digital on 6 September 2017 for a single price. As always, digital editions of both publications will be available at no cost to PMI members at the same time.

### **Q. Why are the *PMBOK® Guide – Sixth Edition* and the *Agile Practice Guide* being published together and offered for sale as a bundle?**

A. Over the past few years, more and more stakeholders have asked us for content on agile—and more are using agile practices, which is confirmed by our *Pulse of the Profession®* research. Our goal is to support the entire landscape of project delivery practitioners, regardless of the environment they work in, whether it be predictive, agile, hybrid, or one of the many other approaches in use today.

### **Q. How can the *Agile Practice Guide* align with *The PMBOK® Guide – Sixth Edition*? Aren't they conflicting approaches?**

A. Not at all! These two publications are made to work hand in hand and are a powerful tool for project managers regardless of their practice preferences. The *PMBOK® Guide – Sixth Edition* will be the first time PMI includes information about agile approaches to project management in both the *PMBOK® Guide* itself and its appendix. The *Agile Practice Guide*, which was created in partnership with the Agile Alliance, is a fitting companion to the *PMBOK® Guide – Sixth Edition* and is intended to serve as a bridge to connect waterfall and agile approaches.

### **Q. Why did PMI partner with the Agile Alliance to create the *Agile Practice Guide*?**

A. Like PMI, the Agile Alliance is a leading membership organization for agile practitioners. By partnering with them, we can help bring you the most comprehensive information in the field of project delivery.

### **Q. Is PMI abandoning predictive (or waterfall) methods in favor of agile?**

A. No, we will continue to present the proven, foundational project management concepts that you have come to expect from the *PMBOK® Guide* and other standards—often referred to as “predictive” or “waterfall”—alongside leading cutting edge agile approaches. It is our goal to support the broad spectrum of project delivery approaches in the market today.

### **Q. Does this mean that PMI is taking a stance on one approach over the other?**

A. No. The inclusion of agile and waterfall practices together does not imply that one is superior to the other. Rather, we believe in the **right approach for the right project**—meaning it is better for project delivery practitioners to tailor their approach to each individual project's needs.

**Q. How much will the *PMBOK® Guide – Sixth Edition/Agile Practice Guide* bundle cost?**

A. The purchase price of the print version of the *PMBOK® Guide – Sixth Edition/Agile Practice Guide* bundle will be \$99.00. The member price will be 50 percent off (the maximum member discount ever given for a PMI publication) at \$49.50. As always, PMI members can enjoy free access to all of our publications. The *Agile Practice Guide* will also be available as a free download for 90 days following its release.

The following table outlines pricing information:

	PRINT Nonmember	PRINT Member	DIGITAL ACCESS Nonmember	DIGITAL ACCESS Member
<b><i>PMBOK® Guide – Sixth Edition</i></b>	\$ 99.00	\$ 49.50	N/A	Free
<b><i>Agile Practice Guide</i></b>	\$ 49.00	\$ 24.50	\$0 (Limited Time)	Free
<b><i>Bundle</i></b>	\$ 99.00	\$ 49.50	N/A	Free

R.E.P.s and Chapters will be offered an even deeper discount of 55%. Their pricing will be:

	REP Discount 55% of list price	Chapter Discount 55% of list price
<b><i>PMBOK® Guide</i></b>	\$ 44.55	\$ 44.55
<b><i>Agile Practice Guide</i></b>	\$ 22.05	\$ 22.05
<b><i>Bundle</i></b>	\$ 44.55	\$ 44.55

**Q. Why has the price of the *PMBOK® Guide – Sixth Edition* increased since the Fifth Edition?**

A. Much has changed in project management since the *PMBOK® Guide – Fifth Edition* was published in 2013. To accurately reflect these changes and advancements, we have added a significant amount of new content to the Sixth Edition (including information on agile approaches). The publication is a much larger book than the Fifth Edition—plus you will receive our brand new *Agile Practice Guide* all for one price.

**Q. I want the *PMBOK® Guide – Sixth Edition*, but not the *Agile Practice Guide*. Is a discount available?**

A. We feel very strongly that all project delivery professionals—regardless of the type of environment in which they work—can benefit from the *Agile Practice Guide*. Therefore, it is included as a free benefit within the regular price for *The PMBOK® Guide – Sixth Edition*. The price for the print edition of the *PMBOK® Guide – Sixth Edition* will be \$99.00 (\$49.50 for PMI members), regardless of whether you purchase it bundled with the *Agile Practice Guide*.

**Q. I only want to purchase the *Agile Practice Guide*, print edition. Is it available without the bundle? What is the price?**

A. We will offer the *Agile Practice Guide* for sale separately from the bundle. The price will be \$49.00 (or \$24.50 for PMI members).

**Q. Will translated print editions of the *PMBOK® Guide – Sixth Edition/Agile Practice Guide* bundle be available?**

A. Although we will offer translated versions of the *PMBOK® Guide – Sixth Edition* in 11 languages when it launches on 6 September, translations of the *PMBOK® Guide – Sixth Edition/Agile Practice Guide* bundle will not be available until a later date.

**Q. I only need the digital version of the *PMBOK® Guide – Sixth Edition/Agile Practice Guide* bundle. How can I obtain it?**

A. If you are already a PMI member, you can access the *PMBOK® Guide – Sixth Edition*, as well as the *Agile Practice Guide*, from our website as soon as they are released. If you are not, you can purchase a PMI membership for \$129 and enjoy access to the latest versions of all of our publications, as well as a host of other benefits. Visit <http://www.pmi.org/membership> for more information.

**Q. Will the *Agile Practice Guide* be available for free download?**

A. Yes, as we have done for previous practice guides, we will offer a digital version of the *Agile Practice Guide* for free download for 90 days after its release date. A valid email address is required.

**Q. Where else will the *Agile Practice Guide* be distributed?**

A. Agile Alliance will also offer the *Agile Practice Guide* as a free download to its members.

## About *The PMBOK® Guide – Sixth Edition*

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**Q. What new content will the *PMBOK® Guide – Sixth Edition* contain?**

A. The newest edition of the *PMBOK® Guide* will present new content around considerations for Agile/Adaptive Environments, the PMI Talent Triangle®, as well as Key Concepts, Trends and Emerging Practices, and Tailoring Considerations for each of the specific knowledge areas.

**Q. How much content will be included on agile?**

A. New with this edition, the *PMBOK® Guide – Sixth Edition* will contain numerous references to agile. This decision was made in response to the requests of our stakeholders. This content will include:

- Considerations for managing projects in agile/adaptive environments in the front of each Knowledge Area section (Sections 4–13).
- An appendix that reflects how the project management processes in *The Standard for Project Management* interact in agile and adaptive environments.

**Q. Why did PMI decide to provide content on agile in the *PMBOK® Guide*?**

A. Over the past few years, our stakeholders have asked us for more information on agile and related approaches, as more and more organizations are using agile approaches. Our 2017 *Pulse of the Profession*<sup>®</sup> research confirms this—71 percent of organizations reported using agile approaches “sometimes” or “more frequently” than in the past. By including this information, PMI will align proven foundational project management concepts with the evolving state of the profession today.

**Q. Why didn't PMI include more content on agile in previous editions of the *PMBOK*<sup>®</sup> Guide?**

A. The intent of the *PMBOK*<sup>®</sup> Guide has always been to identify generally recognized good practices applicable to **most** projects **most** of the time. As a result, we tend not to include practices that might be applicable to **some** types of projects, despite their widespread use in certain industries.

The concept of “short-interval” scheduling has been a part of project management for years. However, the *Agile Manifesto* kicked off the agile movement in the early 2000s and proved successful in software projects. As organizations seek more ways to become quick, responsive and flexible, agile practices have made their way into many more industries, such as manufacturing, education and healthcare. The changes to the *PMBOK*<sup>®</sup> Guide reflect this shift of agile practices as being relevant to more projects more of the time.

**Q. What content will the *PMBOK*<sup>®</sup> Guide – Sixth Edition provide on the PMI Talent Triangle<sup>®</sup>?**

A. The *PMBOK*<sup>®</sup> Guide – Sixth Edition will contain a new chapter on the role of the project manager which discusses the PMI Talent Triangle<sup>®</sup> and the skill sets organizations demand that make project managers more competitive and relevant—technical project management, leadership, and strategic and business management.

**Q. What other new content can I expect to see?**

A. New to the *PMBOK*<sup>®</sup> Guide – Sixth Edition, each section (or knowledge area) of the guide will have four introductory sections. The introductory sections are:

- **Key Concepts** that consolidate information fundamental to a specific knowledge area. For example, the section on adaptive life cycles will present the key concepts of a schedule model, different schedule methodologies, and the necessity of keeping a flexible schedule.
- **Trends and Emerging Practices** that are not yet widely used will be presented for each section. For example, the scheduling section will present practices such as iterative scheduling with a backlog and on-demand scheduling.
- **Tailoring Considerations**, covering aspects of the project or environment that should be considered when planning the project; such as the stability of the requirements and the type of development lifecycle to use based on the requirements.
- **Considerations for Agile/Adaptive Environments** that identifies some of the areas where adaptive approaches may differ from predictive approaches in the particular knowledge area.

Other changes to this edition include:

- A greater emphasis on the **Strategic and Business Knowledge** aspect of project management by discussing project management business documents in the first three chapters.
- A new section on the role of the project manager which discusses the **PMI Talent Triangle®** and the skill sets organizations demand that make project managers more competitive and relevant—technical project management, leadership, and strategic and business management.
- An appendix to *The Standard for Project Management* on **Agile, Iterative, Adaptive, and Hybrid Project Environments**.

**Q. What languages will the *PMBOK® Guide* be translated into and when will they be released?**

A. This year, we plan to release the *PMBOK® Guide* – Sixth Edition in English and 11 additional languages simultaneously. The 11 additional languages are:

- Arabic
- Chinese (simplified)
- French
- German
- Hindi
- Italian
- Japanese
- Korean
- Portuguese Brazilian
- Russian
- Spanish

Digital versions of the translations will launch on the same day as the *PMBOK® Guide* – Sixth Edition (6 September 2017). The print translations will be released in late September 2017.

**Q. Why was my language not included in the list of translations?**

A. We made the decision to translate the *PMBOK® Guide* into the listed languages based on customer demand. We do not have any plans to translate the other standards products at this time. However, we will continue to monitor demand.

**Q. Will PMI offer a free download of the *PMBOK® Guide* to the public?**

A. Access to the electronic version of the *PMBOK® Guide* is a key benefit of PMI membership. Members can access the *PMBOK® Guide* (including all translations) and other PMI standards and practice guides—including the *Agile Practice Guide*—as part of their membership, as soon as they are released.

## About the *Agile Practice Guide*

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**Q. Why did PMI decide to create the *Agile Practice Guide*?**

A. Our *Pulse of the Profession*<sup>®</sup> research reveals that agile practices are used by increasing numbers of organizations to manage some or all of their projects. Although there are differences between agile and predictive approaches, their practitioners share a common interest in successful project outcomes. We feel it is important to learn about and embrace all types of approaches and tailor the right approach for your project.

**Q. Isn't agile just used for software development?**

A. The use of agile approaches, while once limited to the software industry, has become more prevalent in a variety of industries, including manufacturing, education and healthcare. Its use will continue to grow as more organizations strive to keep pace with rapid change and remain competitive.

**Q. Agile and waterfall approaches are so different. How can this practice guide benefit me?**

A. Although the approaches are different, the end goal of bringing products and deliverables to market successfully is often the same. Both approaches share some similar functions, such as schedule building, and many organizations and practitioners find it useful to take elements from both and tailor their approach based on the individual project at hand.

**Q. What does the *Agile Practice Guide* contain?**

A. The *Agile Practice Guide* provides tools, situational guidelines and an understanding of the various agile approaches available to enable better results.

**Q. Who is the *Agile Practice Guide* written for?**

A. The practice guide is helpful for anyone who wants to learn more about agile approaches, but it is especially useful for those project managers accustomed to working in a more traditional environment to adapt to a more agile approach.

**Q. What sections will the *Agile Practice Guide* contain?**

A. The *Agile Practice Guide* contains the following sections:

- **An Introduction to Agile** describes the *Agile Manifesto* mindset, values and principles. It also covers the concepts of definable and high-uncertainty work, and the correlation between the Lean, Kanban Method and agile approaches.
- **Life Cycle Selection** introduces the various life cycles discussed in the practice guide and covers suitability filters, tailoring guidelines and common combinations of approaches.
- **Implementing Agile: Creating an Agile Environment** talks about critical factors to consider when creating an agile environment such as servant leadership and team composition.
- **Implementing Agile: Delivering in an Agile Environment** discusses how to organize a team and common practices the team can use for delivering value on a regular basis. It provides examples of empirical measurements for the team and for reporting status.
- **Organizational Considerations for Project Agility** explores organizational factors that impact the use of agile practices, such as culture, readiness, business practices and the role of a project management office (PMO).

**Q. Will translated versions of the *Agile Practice Guide* be made available?**

**A.** Yes, we have plans to release translated versions of the *Agile Practice Guide* in the 11 languages that the *PMBOK® Guide – Sixth Edition* will be translated into. These are:

- Arabic
- Chinese (simplified)
- French
- German
- Hindi
- Italian
- Japanese
- Korean
- Portuguese Brazilian
- Russian
- Spanish

Translations will be available several months after the release of the English version.

## Updates to the PMP®, PMI-ACP®, CAPM® Certification Exams

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**Q. Will PMI be updating its exams to correspond to the release of the *PMBOK® Guide – Sixth Edition* and the *Agile Practice Guide*?**

**A.** Yes, the Project Management Professional (PMP)®, Agile Certified Practitioner (PMI-ACP)® and Certified Associate in Project Management (CAPM)® exams will all be updated next year to correspond to the release of the *PMBOK® Guide – Sixth Edition* and the *Agile Practice Guide*.

The chart below shows the timeline of when our publications will be updated/published and when the corresponding exam will be updated.

Publication	PDF Released	Print Released	Exam Update
The <i>PMBOK® Guide – Sixth Edition</i>	6 September 2017	6 September 2017	Q1 2018 PMP®  Q2 2018 CAPM®
<i>Agile Practice Guide</i>	6 September 2017	6 September 2017	Q1 2018 PMI-ACP®

**Q. Will agile approaches be included in the 2018 PMP exam update?**

A. As always, the *PMBOK Guide*® – Sixth Edition will be included as one of the numerous resources for the updated exam. It will also be updated to include new terminology from the *PMBOK*® *Guide* – Sixth Edition. PMI exams are developed by volunteer experts who write exam items based on their own professional experience as well as a variety of well-accepted and commonly-used resources. Therefore, these experts may decide to include agile or hybrid methods in the new items they create aligned to the *PMBOK Guide*® – Sixth Edition, based on their own real-life experience.

**Q. Will agile be explicitly targeted in future PMP exam updates?**

A. The content of our examinations is determined by our [exam content outlines \(ECOs\)](#), which are updated through a separate process—called a Role Delineation Study (RDS). Because the *PMBOK*® *Guide* – Sixth Edition has now been added to the approved resources for the PMP exam, agile content may be included in the PMP exam items written by our volunteers and will likely be included in the next ECO.

**Q. How will the CAPM exam be affected?**

A. The Certified Associate in Project Management (CAPM)® is based solely on the *PMBOK*® *Guide* and tests knowledge and understanding of its concepts, tools and techniques. For that reason an entirely new Exam Content Outline and exam for the CAPM will be released in Q2 2018 that reflects the *PMBOK*® *Guide* – Sixth Edition.

**Q. How will the PMI-ACP exam be affected?**

A. The terminology in the Agile Certified Practitioner (PMI-ACP)® exam will be updated in Q1 2018 to match the terminology in the *PMBOK*® *Guide* – Sixth Edition and *Agile Practice Guide*.

**Q. Will the PMI-RP® or PMI-SP® certifications be affected?**

A. No, the content of these exams will remain the same as before the release of the new publications.

**Q. Will there be any exam blackouts (visible or invisible) related to the exam updates?**

A. No blackouts are planned at this time.

**Q. Will the fees for exams change when the new exams are released?**

A. Not at this time.

**Q. How often are PMI standards updated?**

A. We update our standards every three to five years to remain in compliance with American National Standards Institute (ANSI) standards as well as to reflect the current state of the profession.



**Q. What other standards will be released and how will they impact certifications?**

A. PMI has plans to publish three additional standards in 2017. These are listed below with their corresponding certification.

<b>Publication</b>	<b>PDF Released</b>	<b>Print Released</b>	<b>Exam Update</b>
<i>The Standard for Program Management – Fourth Edition</i>	Q3 2017	Q4 2017	Q1 2018 PgMP®
<i>The Standard for Portfolio Management – Fourth Edition</i>	Q4 2017	Q4 2017	Q2 2018 PfMP®
<i>The PMI Guide to Business Analysis (Includes the Standard for Business Analysis)</i>	Q4 2017	Q4 2017	To be scheduled PMI-PBA®