Project Management Body of Knowledge (PMBOK) Next Stage: In search of "purposeful views and contents" [1]

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Introduction

The project management community and established organizations seek to understand global influences and a way to sustain stability in the face of eventual changes.

In the comprehensive study of global world changes on social environment and entities, and the opportunities for the project management community to respond to challenges, Pells walks a fine line, "worried but hopeful":

> What can (or should) the project management professional world be doing to help address some (or all) of the charging black elephants, the looming global problems such as climate change, disease, hunger, homelessness, etc. (Pells 2021, Part 1, 1).

Studying the global situation, crowded by seemingly uncontrolled happenings, yet actual and even amplifying today, Pells reminds that the tendencies of gigantic changes, which affect most project management organizations and individuals, are also great opportunities roofed in the corporate missions; the notion that motivates, "something you know is right, … the mission says why you do what you do …" (Pells 2021, Part 2, 2; after Peter Drucker). The author wrote:

> A corporate mission statement, for example, might be two sentences. But the issues and discussions that resulted in it were undoubtedly more extensive and complicated (Pells 2021, Part 3, 10).

External pressures may help address internal challenges by motivating people to understand a corporate mission, its most important resources, and individual abilities to manage the decisive chain of impacts—for example, the Project Management Institute (PMI) mission, the PMBOK application, and personal actions. So, we should first find or derive the PMI mission. Alternatively, we may seek other sources to help us understand the PMI mission, or recognize it from several project management glossaries. For instance, we may consider Wideman's summary of the PMI as the PMI's lasting mission:

> Project Management Institute (PMI) – A non-profit organization dedicated to advancing the state-of-the-art in the profession of project management. (Wideman 1991, E-3).

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As the PMI's mission drives everything that follows in the field, we should align our interests and abilities with its most important resource, the PMBOK. Wideman's model of the PMBOK asserts that project management is primarily about project planning, which further shapes our understanding of the PMBOK.

> Project Management Body of Knowledge (PMBOK) – All subject areas covered in sufficient depth to understand and apply sound project management principles and practices necessary for successful planning and accomplishment of projects. (Wideman 1991, E-2).

After we become more familiar with the PMI mission and the purpose of the PMBOK, we may focus on its applicability for project management planning. Initially, the PMBOK was pronounced as the generally accepted "good project management" (Wideman 1991, E2). Then, following the slogan that emphasizes the PMBOK's features as "applicable to most projects most of the time" (Duncan 1996, 3), which remains the same across succeeding PMBOK editions from 1996 to 2017. The PMBOK 2021 raises the bar toward the slogan "applicable to all types of projects" by presenting mostly summaries of nearly everything in project management we have heard about. There must be some hype or misunderstanding down the line; for example, the listings of project management components, or their tailoring in the offered form, further disperse the process-based content and applicability of the PMBOK, rather than simplifying its views and updating its contents analytically, closer to reality, and more acceptable. For example, the saying "purposeful views and contents" may reflect a sustained effort to apply the PMBOK in line with the PMI's mission. It may also promote a chain of impacts that encompasses the PMI mission, the application of PMBOK, and individual actions to address global challenges responsibly.

Much of the project management community's attention centers on the above notions, which are a substantial part of the big mosaic we may call *the maintainable practice of project management planning*. Let's examine the above notions.

In Project Management Planning (PMP), or the development and implementation of a project management plan, we distinguish the *contents* and *methods*.

The *contents* of PMP encompass the organization, collection, promotion, and utilization of the scope, time, resources, cost of resources, quality, risks, benefits, and other attributes of a project. The PMI Staff manages the content of the PMP primarily through the process-based PMBOK spanning 1991-2017. As PMBOK advances, the PMI Staff tries to compile its purposeful views and contents.

The *methods* of PMP depend on the application of relevant science and art to handle the initiating, planning, executing, controlling, and closing of a project. Methods of PMP evolving by individuals, or teams of professionals, well-informed about relevant theories and practice, who act within various project management organizations, for example, through the College of Performance Management (CPM).

For illustration, if we treat a PMBOK as the project, and use its contents, and the methods of PMP, we obtain the PMBOK plan, or the PMBOK System Logic (SL), which shows how the contents of the PMBOK unfold and develop into steps of the PMP template (Abdomerovic 2001;2009; 2022, 209).

Besides PMP, a part of the project management community uses intuitive contents and methods for Short-Term Planning (STP), known as Agile. This highly controversial approach attracts much consideration, some of it with deep insight into the explanation of Agile lasting existence, but also into its continuous rethinking of what to do next—a collective luxury, I think, that most projects can afford only as an improvisation on the next planning week. In a recent article, Dalcher wrote:

> Indeed, the real power and appeal of the agile approaches probably lies on the liberating element that enables wider resourcefulness, autonomy, and exploration. Liberation gives people permission to ask questions, to seek and to explore. It gives us a license to discover, to find out. Moreover, by its very nature it eliminates harnesses and straightjackets, replacing them with agency, the power and autonomy to make decisions, do experiments, try things out, and figure out what to do next. (Dalcher 2022, 8).

We may want to consider including the STP, exploring where and when it can improve PMP, and easing the long-standing false dilemma between PMP and STP. For example, we can use STP to fine-tune an open start step, a moving target immediately after time-now, of the PMBOK edition's SL. However, the STP cannot replace or assimilate the PMP, nor can it develop the edition's SL.

A review of the project management past reveals that the breakthrough in a public organized approach to collecting project management knowledge began almost half a century ago with the publication of the Ethics, Standards, and Accreditation (ESA) Report in 1983. It was followed by the development of the PMBOK in 1988, and advanced by several dedicated professionals (Mary Devon O'Brien, as cited in Wideman 1991, p. i). The chair during the development of PMBOK was R. Max Wideman.

Then follow the PMBOK editions, each with a structure of project management contents, consisting of project management functions, their processes, and related elements, inputs, outputs, and tools and techniques. The contents of a PMBOK outline *what* elements we must consider when confronting a real project. Like any process-based contents, it requires relationships among its most detailed elements, their presentation in the form of SL (a sequence of elements), and a focus on *when* a specific element we must consider. Both the PMBOK contents and the sequence of elements are subject to lasting changes and must be updated continuously. Otherwise, it was not about readers' interests, nor about a new edition of the PMBOK; it is about an analytical method to continuously validate, utilize, and advance the PMBOK's purposeful views and contents.

The PMBOK

From the original promise of the PMBOK mission to its current status, and trends, it may all end with the personalization of PMBOK contents and STP serving only a few projects. The root cause

of the transformation of the leading collection of project management contents into its suboptimal application is our postponing to acknowledge suggestions in the PMBOK 1991.

Wideman authored the reference for the project management framework, which serves as an introduction to each lecture or writing on this subject (Wideman, 1991). He noted in the first edition of PMBOK that "The PMBOK should not include a major portion of supporting or service disciplines unless they are generally applicable to most projects". (Wideman 1991, IV-4). The notion "generally applicable" has been paraphrased in successive PMBOK editions over the past three decades. The basic idea to develop a system that is generally applicable using analytical methodology was explained later (Wideman 1995). Although the PMBOK editions expand their contents over time, a lack of study of Wideman's visions and the absence of new ideas that simplify the application of a unique and voluminous collection of project management knowledge are delaying progress. After the great success of the above references, Wideman explains in more detail the related practice, the new content that has grown in the meantime, and the visions for the project management framework (Wideman 2004).

At the very beginning of PMBOK 1991, Wideman introduces its basic structure consisting of core and facilitating functions:

> "The four core management functions of scope, quality, time and cost, represent the project objectives (as in the view of project sponsor) or constrains (as in the view of the project manager). However, project is enabled by four facilitating management functions of information / communications, contract / procurement, human resources, and risk (Wideman 1991, II-2).

PMI Standard Committee, under William R. Duncan, Director of Standards, published the PMBOK Guide 1996. In relation to SL, Duncan presents the project core and facilitating functions in terms of their component processes (PMI, 1996, p. 31). Duncan has gone a step further in the right direction outlined by Wideman's PMBOK 1991 edition. In the preface to the PMBOK Guide 1996, Duncan wrote:

> *We have chosen to describe the knowledge areas in terms of their component processes. ...* Each process is described in terms of its inputs, outputs, and tools and techniques. Inputs and outputs are documents (e.g. a scope statement) or documentable items (e.g. activity dependencies). … (PMI 1996, viii).

I began the PMP endeavor as an engineer working on real-life projects — those that must be initiated, objectives defined, planned, developed, paid for, and used — in 1968. Shortly after, I was informed about the US scientific approach to project management, as summarized in the 1962 DOD and NASA Guide.

Two decades later, the PMBOK arrives, and the unavoidable question arises: What is the path to understanding and applying it? Certainly not with more PMBOK processes and PMI certifications, both of which resonate within the project management community, but by relating the PMBOK content to the fundamental needs of practice. Can I analytically simplify PMBOK into purposeful views and contents, in the form of SL, and help update a succeeding edition accordingly, thereby

increasing the likelihood of using PMBOK content for successful PMP? Can I elaborate on Wideman's structure of the "core and facilitating functions" and Duncan's observation, "outputs from one process become inputs to another"? Finally, can I treat the PMBOK as a project, reveal its logic by showing the relative position of each output, make it visible to all managers, and eventually improve project management planning using the PMBOK? Before we discuss the idea further, let's review the key characteristics of the PMBOK editions.

The reader may notice that PMI Staff assumes the PMBOK Guide 1996 as the first edition and the PMBOK Guide 2000 as the second edition. Then starts naming the editions from 2004, as the PMBOK Guide 2004 Third edition, and so on to the PMBOK Guide 2021 Seventh edition. We somehow lost sight of the beginning of the PMBOK term and its contents, which revolutionized the project management field with its first compilation in 1987 and publication in 1991. To reduce mistakes, we stop naming the number of editions. Here is a list and key points of the PMBOK Guide editions:

- The PMBOK 1991, R. Max Wideman, opens the door to organized project management for the public. It presents an abundance of project management content, structures, functions (knowledge areas), management feedback loop, definitions, and directions for project managers to succeed in their endeavors. The author promotes project management content, objectives, potential development, applications, benefits, and interest in project and program management.

- The PMBOK Guide 1996, William R. Duncan, Director of Standards, summarizes the differences between the current and preceding edition (p. vii-viii). The author presents the first process-based edition by introducing, within each function, the processes along with their inputs, outputs, and associated tools and techniques. Duncan also highlights the relationships among core processes, illustrating the path toward SL. However, the author did not explain a possibility nor applicability of the SL (sequence of outputs, analytical updating of succeeding editions), the project phases (construct and inclusion of many sets of phases for project), the project plans (relations and management of original, baseline, and current plans), and the project management feedback (continual sequence of loops between initiating; planning, executing, controlling, and back to planning; closing). These fundamental developments and omissions of the first process-based approach to PMP can be identified in each PMBOK Guide, from 2000 to 2017.

- The PMBOK Guide 2000, Standards Manager Steven L. Fahrenkrog, and the project leader Cynthia A. Berg summarize the differences between current and preceding editions (p. ix-x). They show smoother, improved transitions from earlier editions. It was a time when I realized that the SL, in the form of process outputs/inputs, can serve as a complete tool for controlling the content, logic, and gaps of the current PMBOK Guide edition. Consequently, this may lead to analytical evaluation and application of succeeding PMBOK editions (Abdomerovic 2001; Wideman, Foreword in Abdomerovic 2001, I-II).

- The PMBOK Guide 2004, Standards Manager Steven L. Fahrenkrog, and the project manager Dennis Bolles summarize the differences between current and preceding editions (vii-viii). They initiated data flow diagrams to visualize relationships among processes and unlock the SL. The edition exhibits significant changes from the previous edition (Wideman, Max, and Muhamed Abdomerovic, 2006).

- The PMBOK Guide 2008, PMI Staff, summarizes the differences between current and preceding editions (xxii-xxiii). It shows an advance in data flow diagrams, and in the sequence of development of the project management plan (Wideman, Max, and Muhamed Abdomerovic, 2009); (Russel Archibald - Back cover; in Abdomerovic, Muhamed 2009).

- The PMBOK Guide 2013, PMI Staff, summarizes the differences between the current edition and previous editions (463-482). It shows new content, and more accurate text and graphics.

- The PMBOK Guide 2017, PMI Staff, summarizes the differences between current and preceding editions (639-650). It offers more discussion on Agile adoption in project management, greater alignment with ISO 21500, and increased alignment with other PMI standards.

- The PMBOK Guide 2021, PMI Staff, departs from the process-based content of the PMBOK, so it was not possible to summarize the differences between the current and preceding editions. Yet, the PMI Staff acknowledges the process-based heritage of the PMBOK editions, as well as some observations about the PMP and STP approaches. The PMI Staff intended to tailor approaches, focusing on project outcomes and deliverables. The engaging narration argues that the above intentions align with an inevitable trend toward greater focus on project outcomes and deliverables rather than techniques. Since this edition does not guide how to do it, the whole idea of PMP and SL may be in limbo. Yet, PMI Staff should preserve the values achieved in earlier PMBOK editions and be the first to promote the integration of both planning approaches, PMP and STP, without mixing them into a new approach. Although narrative project management has been on the rise for decades, can the PMI's new orientation revive the enthusiasm for PMP of the 80-ties? Yes, I think so, if PMI's Staff fixes omissions from previous PMBOK Guide Editions, although the confusion between the PMP and the STP may continue indefinitely.

- The PMBOK 2025, PMI Staff, has not been published yet, but we can expect an appealing narrative about the new approach to the PMBOK to continue.

The System Logic

By understanding how PMP develops from project management contents, we can use the same methods to explain how an SL develops from project management system contents (Introduction). Let's start with an early thought about a logical system:

> A logical system is essentially a way of mechanically listing all the logical truths of some part of logic by means of application of recursive rules – i.e. rules that can be repeatedly applied to their own output (Hintikka 1998, p.1).

The SL is the result of an analytical process, which cannot be replaced or disputed at this time. The contents of the SL include all inputs and outputs of a process-based project management system. To approach the problem, we identify how each input or output of the system relates to other inputs and outputs by applying the same rules repeatedly. It provides a clear, logical context for all inputs and outputs, which is a key step in analyzing each process and process group. The ultimate result was a better understanding of process-based systems, including the identification of problem areas in the current PMBOK and recommendations for improvement in the next edition.

The phases in analyzing the PMBOK, or other process-oriented systems, are listing their functions (Wideman 1991); listing the functions' processes, and their components (Duncan 1996); debugging description, impossible position, circular relations, missing contents, and relating the strong contents of the most detailed components into SL (Abdomerovic 2001; 2009). *It involves listing logical evidence as a series of process inputs and the resulting outputs that become inputs in succeeding processes.* Here are the questions we have to answer for the most detailed components of the PMBOK:

- Can we differentiate each component?
- Did we debug and collect all the components for a particular input set?
- Is the set of inputs for a particular process sufficient to generate a set of outputs and to continue to the following process?
- Do we need to replace a particular component to another group, or process to withstand logical evidence?
- What can we remove or add to complete the process?

I try to add a new phase to the evolution of SL by examining the evidence between processes, defined by relations among processes' inputs and outputs, as outlined in the PMBPK Guide 2000 edition. It resulted in a detailed study of relationships among processes, e.g., the relationship between the Planning Processes Group (Abdomerovic 2001, p. 291) and the SL of Planning Processes Group (Abdomerovic 2001, p. 302). It was the first analysis of the PMBOK Guide related to SL. It takes 600-900 hours to complete and prepare the study for publication. The study:

- Entirely relies on the contents of the PMBOK Guide 2000

- Does not question statements given in the PMBOK Guide 2000
- Comments on the PMBOK Guide 2000 statements are only made when necessary to continue the explanation of the PMBOK Guide 2000
- Contains substantial statements that derive from the figures and the associated text given in the PMBOK Guide 2000

Therefore, this analysis is not a critique of the PMBOK Guide 2000. It focuses solely on providing a detailed explanation of the PMBOK Guide 2000 by analyzing its processes and process relationships. The analysis of the PMBOK Guide relies on input-output relationships within each process and among processes. It reveals the position and sequence number for each output and input mentioned in the PMBOK Guide 2000 and provides explanations for them. Understanding the detailed sequences is necessary to improve the procedures of initiating, planning, executing, controlling, and closing any project. The 342-page book contains explanations for:

- General approach to the study of any project management process-based system
- Process sequencing
- Process iterated loop
- Critical outputs sequence
- Step-by-step procedure to apply the critical output sequence to a real project

Performing the above analysis applicable to any PMBOK edition helps improve the contents and critical output sequence of a particular edition, as well as the contents of the succeeding edition of the PMBOK. The key result of the analysis is the SL, which elevates the contents of the PMBOK to a new level; it leaves no doubt about what the SL tells us, what it means, and how we can apply it and improve it in the next PMBOK edition. Here are some reminders:

- We must look at the relationships between each output of a particular process and the inputs of other processes identified in the PMBOK. It will help us observe the network of relationships and paths among the process output and inputs of other PMBOK processes.
- The relationships, which show a distinct chain of critical outputs from initiation to closure in the PMBOK, constitute the steps of SL. Having the relative position for each critical output of the PMBOK, we gain control over the impacts that help debug the PMBOK and SL.
- Now, we can use SL to check and, eventually, update the content and procedures for initiating, planning, executing, controlling, and closing a real project, based on the SL hidden in the PMBOK edition. Additionally, SL helps update project management business practice manuals aligned with the PMBOK edition.

Using the same methodology to analyze the 2000, 2004, and 2008 editions, we understand how the analysis of a PMBOK can be simple and its contents improved, if process relationships are present in terms of SL (Abdomerovic 2001; 2009). *In general, by introducing SL, we realize that*

process-based content for any project or product must include SL to facilitate analysis and understanding of its development.

The assessment of process-based content evolves by answering a variety of questions for each input and output. Consequently, by knowing the settings of inputs and outputs, it was possible to explain the relations among processes and process groups defined in the PMBOK. Understanding the flow of information among components at any level of a process-based system is crucial for determining how to update each component. The source methodologies for revealing the contents, relationships, sequences, and updating procedures for components of SL are PMP methods (Abdomerovic 2019).

An essential part of the methodology was to reveal how feed-forward and feedback information exchange occurs between process groups. Understanding how information constantly interacts between process components was crucial to determining how each component updates (Wideman and Abdomerovic 2006, Our Approach; Abdomerovic 2022, 62, 214-217).

After two decades of SL introduction, explanations of its meaning and application, the general approach to understanding process-based systems is not part of PMBOK. Although PMI Staff provides the initial ideas for SL (Wideman, 1991; Duncan, in the PMBOK Guide, 1996), and possesses a vast collection of project management knowledge, its actions remain silent.

While some well-known authors and managers consider SL an essential expression of project management knowledge, some readers still question its validity. For example:

- What SL is offering to the reader of a PMBOG? The SL reveals, visualizes, sequences, summarizes, and applies the relations among PMBOK processes, inputs, and outputs. Since the contents of each edition of the PMBOK differ to some extent, so does its unique SL. Therefore, the user can choose the edition they feel most comfortable with and responsibly adopt an SL and apply it to their project (Abdomerovic 2022, 189-193).

- Why are the SLs in the PMBOK editions different? Simply because the contents of each edition are different, and this is not a problem. At this time, updates to each edition rely on PMI Staff assessments and user comments. The problem is that updating a succeeding edition is not done using the SL of the previous edition, in response to requirements for the succeeding edition of the PMBOK. The SL of the PMBOK 2000, 2004, and 2008 editions proves the above question.

- How do proclaimed characteristics of SL help update the PMBOK? The SL is the result of an analytical procedure for relating and sequencing the elements of project management processes, thereby revealing the steps of the PMP hidden in a particular edition of the PMBOK. SL steps remind us continuously of what to do from initiation to project close. It calls practitioners to offer qualified comments instantly and responsibly by reading the single, one-page critical summary of the PMBOK in the form of SL

(Abdomerovic 2022, 209; Abdomerovic 2002, 128). For example, most managers do not read hundreds of pages of the PMBOK. Still, they know that the study of Risk Management, e.g., the analysis of local financial issues, begins at the very start of each project. However, the single-page SL for the PMBOK Guide editions 2000 (Abdomerovic 2001, 128) and 2008 (Abdomerovic 2009, 228) does not show this and calls on PMI Staff to update the succeeding edition of the PMBOK in accordance with the evidence.

- Are there data about the application of SL? There is no clear answer; it is a grey area, like the application of PMBOK, somewhere between applying to most projects most of the time, or having no application to any project at any time. Process-based collection has not been endangered by its massive contents but by a lack of ideas to make it simple and applicable. *The application of the PMBOK occurs when its SL becomes a new paradigm for updating the PMBOK and for assessing the PMP of a real project.*

- What about the PMBOK Guide 2021 edition and SL? The PMBOK Guide 2021 edition presents a different world; it nicely and overwhelmingly outlines what we may need to do in project management, mostly in the form of titles, advice, and figures and tables, but says little about when and how to apply it to a real project. The PMI Staff did not say a word about SL.

PMI Staff did not analytically update the process-based PMBOK content that had been open since 1996. However, this process was prolonged indefinitely through the introduction of Data Flow Charts, which visualize but do not simplify process-based contents.

The PMI Staff should include SL at least for the 6th edition of the PMBOK Guide. It is vital for restoring user confidence and for PMI's leading role regarding the content of the PMP. It will, in turn, place PMP in continuous relations with education programs and practice (Abdomerovic 2022, xxviii-xxxi, 193-203), and intensify the lasting improvement and winning perspective of the process-based PMBOK.

Besides, a PMI Staff great move should be to publish SL on its site, and allow a subscriber to accommodate SL to a specific need by adding, modifying, or deleting items as needed. It eliminates the campaign and expectations related to the new edition of PMBOK, because updating the SL continuously through frequent public releases is a simple, cost-effective approach, especially given the large number of users across all profiles and roles, and the rise of truly user-generated templates for PMP.

The PMI Staff may also show that project management content, in the form of SL, can help improve STP by enhancing the content and procedures of weekly project meetings. Also, it may be a good time for PMI Staff to ensure that STP eventually promotes as the ruler of short-term planning for the upcoming short-term period of a PMP.

As noted earlier, by introducing the SL, the PMI Staff may assess its earlier syntagma, "applicable to the most project …," by setting more specific and realistic limits for process-based PMBOK, e.g., "purposeful views and contents". The new limits should be considered after the release of the PMBOK's SL, and analytical conditions determine priorities for the succeeding edition.

Conclusion

The *contents* and *methods* of PMP are continually pushed to the edge of recognition and competence to address global changes; for others, they are part of a new profession with a variety of approaches that may not be a primary choice for managing worldwide requirements.

The contents of the PMP, evolving through the process-based contents of PMBOK, receive global recognition, regardless of many national standards. Therefore, PMI Staff has succeeded across several PMBOK Guide editions in improving the PMP contents worldwide. However, PMI Staff does not support the idea of SL, so the voluminous content of the PMBOK Guide editions remains invisible in practice, which may erode PMI's competitive advantage in PMP contents.

The revisions to the PMBOK appear to be more focused on modifying existing knowledge areas as static entries rather than on the output/input interactions of dynamic processes to achieve practical results. The PMBOK in its current form does not provide a purposeful views and contents in the form of SL—the inner cause of PMBOK's existence—to help plan a real project. So, it is hard to see a perspective for the development of the PMBOK process-based edition, after edition, in its current form, or its transformation into popular narration. Without help from PMI, especially in promoting a practical, real-time SL update, the PMBOK cannot help the project manager of tomorrow.

The key reason for the problem, we suggest, is the lack of tools to analyze the PMBOK Guide editions at the input and output levels. Although it looks promising, the development of tools to analyze the project management system at the output/input level receives little attention. Academics in project management do not publish much on this issue. It seems they are not attracted to the idea that analyzing these details leads to a better understanding and, hence, to improvements in the system. … To solve the problem, we must start from the assumption that process relationships constitute a project management logic that can be articulated through the development and update of the project management plan. Hence, it is necessary to identify or formulate a tool that can express process relationships (Wideman and Abdomerovic 2009, A Methodical Approach).

The methods of PMP are based on well-established theories and applied research with worldwide recognition. Introduction of a pragmatic presentation of the Work Breakdown Structure - WBS, Critical Path Method - CPM, and Feedback – FB, (DOD and NASA Guide 1962), confirms analytical orientation to PMP. Since then, project management professionals have continuously improved PMP methods through a series of Earned Value Management Standards (Driessnack 2019.02, 34-38) and beyond, by moving towards knowledge-based data and instant visualization

of PMP in action (Ghorbani 2019.02, 13-22). So, the project manager of tomorrow must be well-informed about many methods and skills from practice and applied research, beyond their basic education.

Dreams and reality of AI, and new technologies, with an abundance of guidelines yet to be studied on a real project. In the meantime, PMP professionals are exposed to CAD Software, Cost Estimating Software, Project Management Software, Database Management Software, and a variety of regulations, project documentation, and field manuals to support the development and implementation of PMP.

Understanding the prevailing reality of general and enduring analytical methods in PMP and the particular and temporal methods of STP evolving worldwide, we may avoid mistaken choices and take a clear position. It means we can discuss the inclusion of STP at the right time and in the right place, rather than assimilation into a tailored approach. At this time, the PMP and STP methods primarily operate independently, which is a suboptimal approach.

The PMBOK mission originated from PMI, and PMI Staff should be the first to raise a voice for analytical, purposeful views and contents of PMBOK in the form of SL. It may help sustain its mission and move toward consistent contents for future PMBOK editions. Additionally, PMI Staff should explain the apparent genesis, results, and applications of the PMP and STP methods. These qualified developments of PMP contents and methods will not be achieved by a researcher or practitioner, regardless of their credentials.

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