Project Management Infometrics
PMBOK® Guide – 8th Edition (2025)
English Version

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Introduction

A **word-level infometric analysis** turns the guide's text into evidence, helping identify **emphasis**, **trends**, and **dominant themes** in project management. In practice, it works like a "language X-ray": it reveals where the guide places attention and how key concepts connect.

In this study, we applied this approach to the **PMBOK® Guide – 8th Edition (2025)**, **English** version, published by the **PMI® (Project Management Institute)**, and compared the results with the **7th and 6th editions**. The goal is to support a more objective reading of the guide's evolution—**what gained prominence, what lost ground, and how PMI's narrative has shifted** across editions.

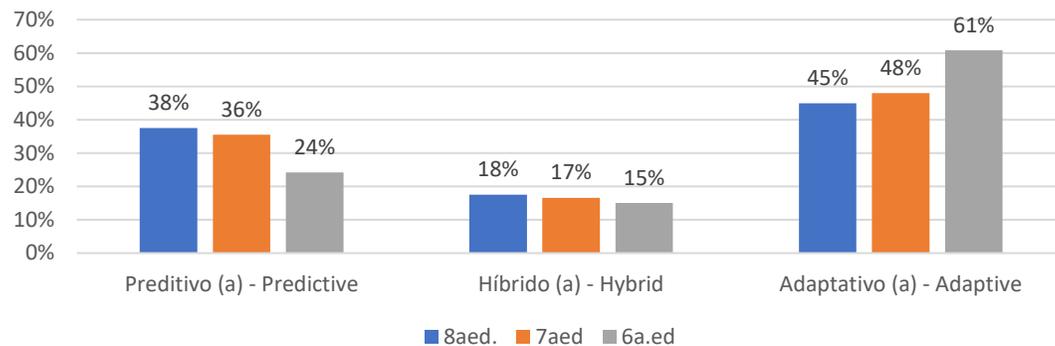The charts that follow present the **word counts** associated with four analytical classes:
- **Project approach**
- **Knowledge areas**
- **Process groups**
- **Principles and domains**

Note: word counts indicate **textual emphasis**; interpretation considers terminology variations and context.

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Project Management Approaches

**Words Infometric analysis
Project Management Approach
Pmbok 8a. ed x 7aed. x 6aed**

What stood out
. Predictive: it grows strongly from the 6th to the 8th (it went from 24% to 38%, +14%).
Signal: the predictive once again occupies more explicit space in the discourse, as a valid and recurrent approach.
• Hybrid: moderate and consistent growth (from 15% to 18%, +3%).
Sign: the hybrid consolidates itself as a natural "bridge" between worlds — it is no longer an exception, it becomes a standard language.

What lost ground
. Adaptive: Drops continuously (from 61% to 45%, −16%).
Sign: the adaptive remains dominant, but it is no longer as "hegemonic" as in the 6th – the vocabulary is less concentrated in a single approach.

How PMI's discourse repositions itself
The repositioning that the graph suggests is: from a more "pulled" narrative to the adaptive (6th) to a more balanced and pragmatic narrative (7th/8th).
In executive terms: the PMI seems to reinforce that there is no "default" approach. What is gaining strength is the logic of adaptation: choosing (and combining) an approach according to context, uncertainty, criticality, compliance, pace of change, and delivery profile — with hybrid as an integration language and predictive regaining space where it makes sense.
Methodological note: Since this is word count, some of this change may also reflect terminology adjustments (e.g., "agile/adaptive" vs. other terms), but the trend is consistent: more balance, less polarization.

Knowledge areas / domains

Words infometric analysis
Knowledge areas / domain
PMBOK 8a.ed 7aed x 6a.ed
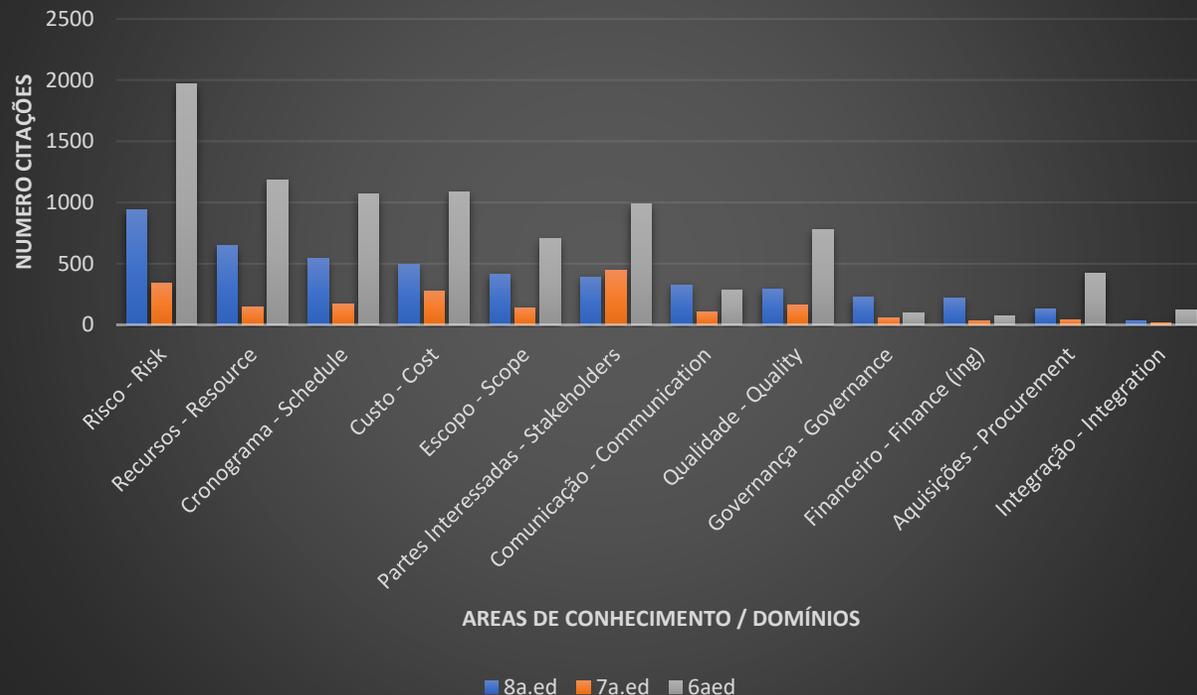
Reading the chart (Knowledge Areas / Domains)
. 6th edition: greater volume and focus on classical areas. Risk is the most dominant theme, followed by Resources, Schedule, Cost and Scope → more procedural/operational discourse.
• 7th edition: strong and generalized drop in occurrences → more conceptual editing, less focused on "areas".
• 8th edition: volume recovery in several areas → return to practical applicability, without returning to the "complete manual" of the 6th.
What gained prominence (mainly 8th vs 7th)
. Reinforcement in the "core" areas of execution: Risk, Resources, Schedule, Cost (Finance) and Scope.
• More Stakeholder Presence/Communication and Governance → Greater Emphasis on Alignment and Direction.
What lost ground (8th vs 6th)
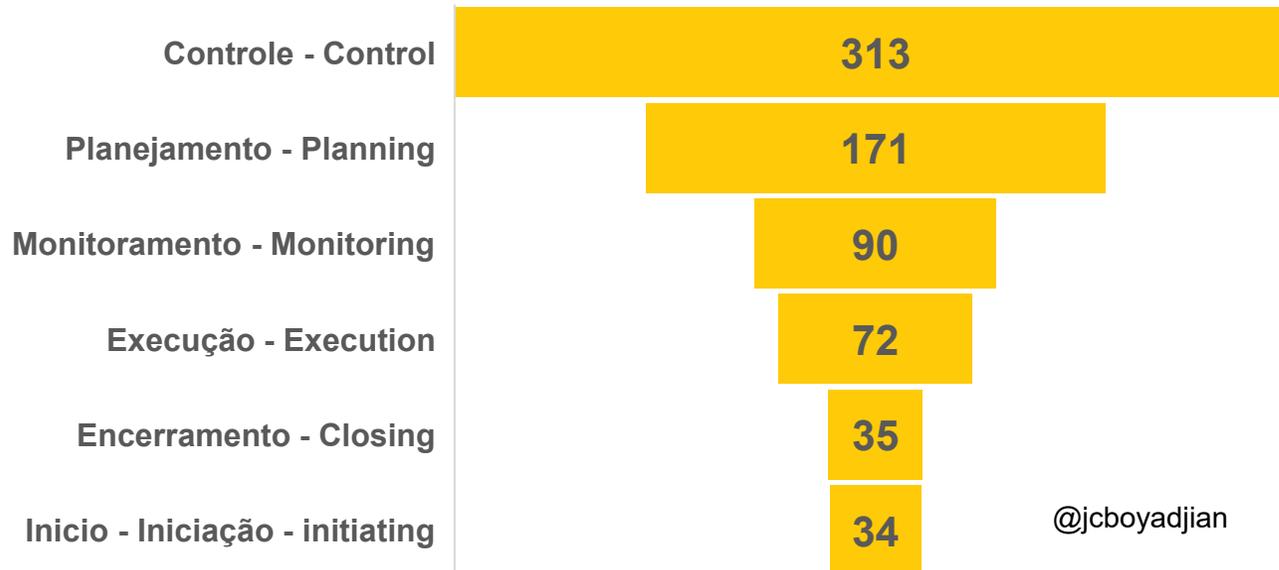. The 8th still sits below the 6th in terms of "density per area" → less dependence on the area model as the central axis.
Integration and Acquisitions appear with lower relative volume.
PMI repositioning
. 6th = "management by areas/processes"
. 7th = "management by principles"
. 8th = balance: maintains the modern view, but reintroduces enough operational language to guide practice.

Process Groups – Focus Area

**Words Infometric Analysis
PMBOK-8th ed- Focus Areas**

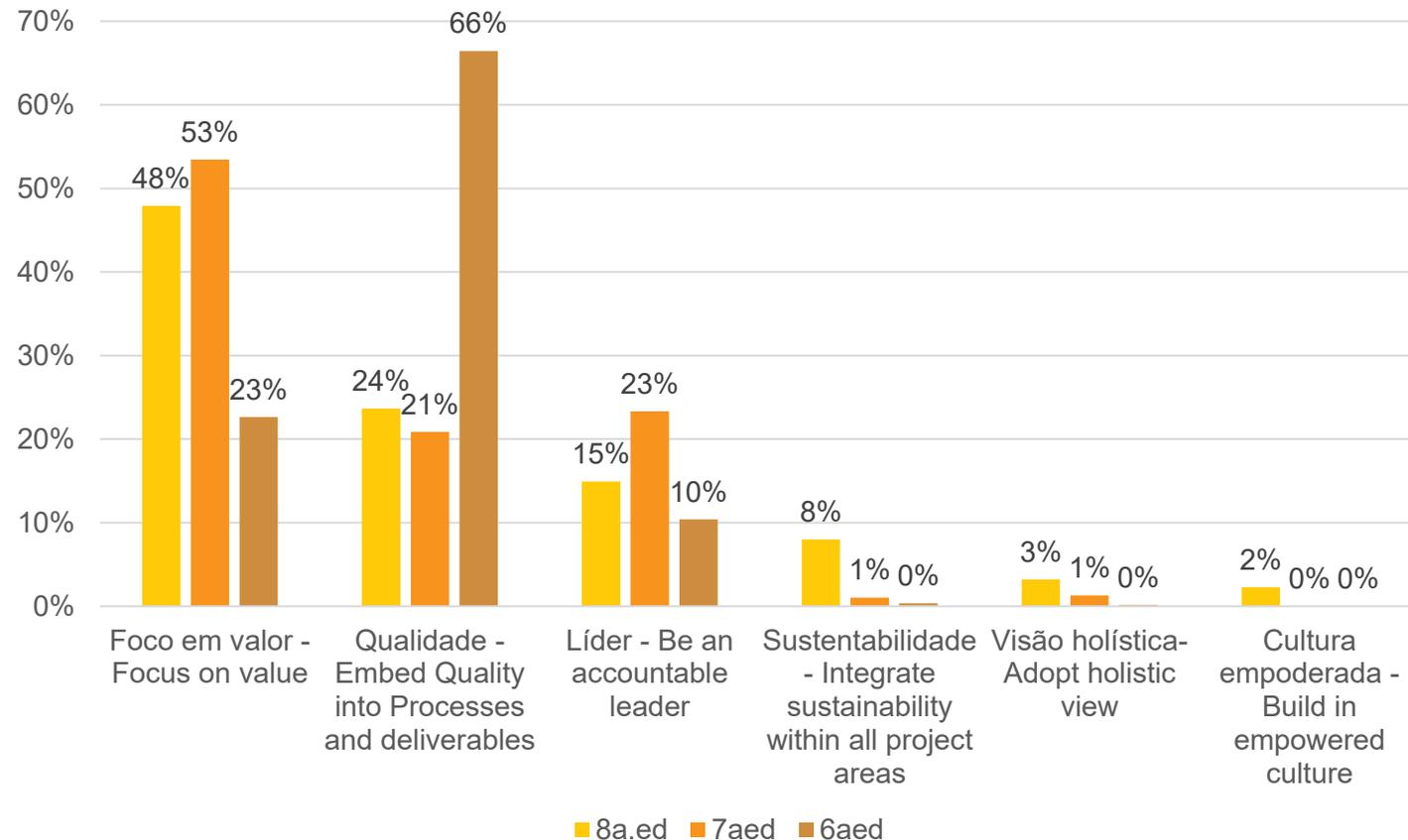| Focus Area	Value
Controle - Control	313
Planejamento - Planning	171
Monitoramento - Monitoring	90
Execução - Execution	72
Encerramento - Closing	35
Inicio - Iniciação - initiating	34

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The comparison of the Focus Areas shows a change in emphasis between the editions.

- **In the 6th edition**, the discourse is dominated by Control (46%) and has a greater relative weight of Execution (14%), reflecting a more operational view and oriented by groups of processes.
- **The 7th edition** strongly shifts the focus to Planning (40%) and reduces the presence of Initiation and Closure (2% each), signaling a more conceptual and less "step-by-step" approach.
- **The 8th edition** rebalances the discourse: Control returns to lead (44%), Planning loses centrality (24%) and Monitoring grows (13%), reinforcing the idea of continuous performance management.

In addition, Initiation and Closure return to levels closer to the 6th (5%), suggesting a resumption of more practical language.

In summary, PMI seems to reposition the guide from the 7th (more preparation-oriented) to a more pragmatic 8th, with an emphasis on monitoring, controlling and adjusting throughout the life cycle.

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Words infometric analysis Principles PMBOK® 8th. x 7th. x 6th ed

Bars legend: ■ 8a.ed ■ 7aed ■ 6aed

Categories (8a.ed / 7aed / 6aed):
- Foco em valor - Focus on value: 48%, 53%, 23%
- Qualidade - Embed Quality into Processes and deliverables: 24%, 21%, 66%
- Líder - Be an accountable leader: 15%, 23%, 10%
- Sustentabilidade - Integrate sustainability within all project areas: 8%, 1%, 0%
- Visão holística- Adopt holistic view: 3%, 1%, 0%
- Cultura empoderada - Build in empowered culture: 2%, 0%, 0%

What stood out
. **Value** becomes the central axis in the **7th edition** of the PMBOK® and remains very strong in the **8th** (well above the **6th**).
The 8th expands on modern themes: **Sustainability, holistic vision and empowered culture** appear with more presence (even if they are even smaller).

What lost ground
. **Quality,** which was extremely dominant in the 6th (66%), loses prominence and starts to share space with "value" and other principles (21–24%)**.**
. **Leadership** peaks in the 7th (23%) and retreats in the 8th (15%), suggesting redistribution of the discourse.
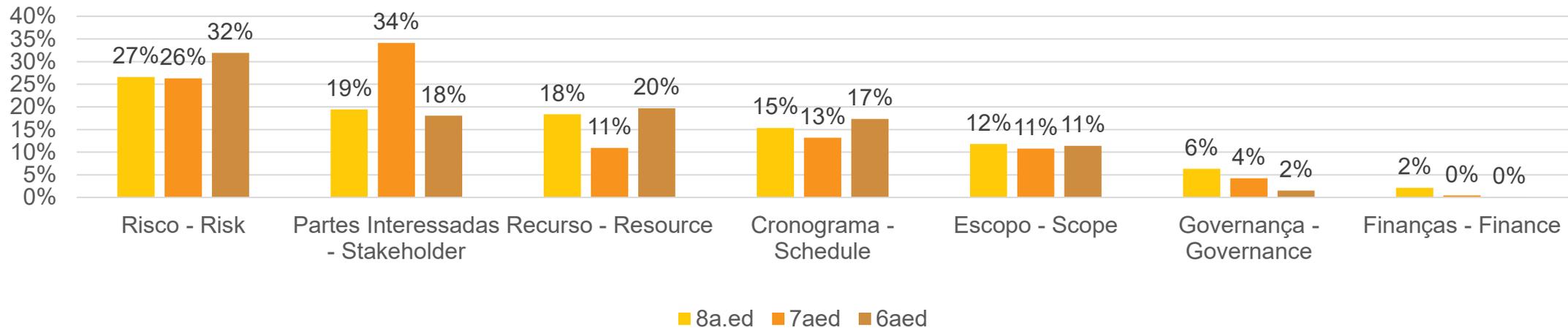
PMI® repositioning
The implicit message is: **6th = process** excellence/quality as the center, **7th = value** and leadership as the main narrative, and **8th = balance**: maintains value at the top, recovers part of the emphasis on quality and incorporates more strongly the sustainability agenda and systemic/cultural vision.

• **In executive terms, the 8th seems to "modernize without abandoning the basics": it reinforces value and context, but re-anchors the practice with quality and expands organizational responsibility (ESG/decision/culture).**

Domains

Words infometric analysis
Domains
PMBOK® 8th. x 7th x 6th ed

Chart: Words infometric analysis — Domains, comparing 8a.ed, 7aed, 6aed

Domain	8a.ed	7aed	6aed
Risco - Risk	27%	26%	32%
Partes Interessadas - Stakeholder	19%	34%	18%
Recurso - Resource	18%	11%	20%
Cronograma - Schedule	15%	13%	17%
Escopo - Scope	12%	11%	11%
Governança - Governance	6%	4%	2%
Finanças - Finance	2%	0%	0%

■ 8a.ed ■ 7aed ■ 6aed

The comparison of the Domains shows a clear change in emphasis between the editions. In the 6th edition, the discourse is more concentrated on the classic fundamentals of execution, with Risk (32%), Resources (20%) and Schedule (17%) dominating the vocabulary. The 7th edition shifts the center of gravity to Stakeholders (34%), signaling a more people-oriented narrative, value perception, and stakeholder relationships.
The 8th edition seeks to rebalance the set: Stakeholders reduce (19%), while Resources (18%) and Schedule (15%) regain relevance, and Scope grows slightly (12%).

In addition, the 8th expands the presence of Governance (6%) and introduces Finance (2%), more explicitly reinforcing direction, accountability and economic viability. In summary, PMI repositions the discourse for a more systemic view in the 8th edition, balancing people, execution, and decision-making mechanisms throughout the project.

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