

DO WE NEED A PROJECT CONTROLS BODY OF KNOWLEDGE (PCBOK)?

Current frameworks provide value. But Project Controls deserves a dedicated, globally recognised Body of Knowledge.

STRONG FOUNDATIONS. PARTIAL COVERAGE.



PMBOK® Guide

APM Body of Knowledge

TCM Framework

Broad project management principles

Comprehensive, UK-led perspective

Deep focus on cost engineering and lifecycle control



These frameworks were not designed exclusively for Project Controls. **The discipline needs more.**

WHY THIS MATTERS NOW



Projects are larger, more complex and more data-driven



Risk of fragmented practices and inconsistent capabilities



Slower professional advancement and recognition



Harder to achieve predictable and reliable outcomes

WHAT'S MISSING?



Integrated view of cost, schedule, risk & change

A truly integrated model where cost, schedule, risk and change are dynamically linked.



Decision intelligence, not just process

Less focus on turning insight into decisions and influencing better outcomes.



Data architecture & integration

Limited guidance on data models, governance, system integration and single source of truth.



Maturity models for project controls

No widely accepted maturity model or benchmarks to assess capability.



Role definition & professional identity

Inconsistent role definitions globally. Need clear competencies, career paths and recognition.



AI & digital integration

Limited guidance on how AI, automation, digital twins and advanced analytics fit into practice.



Cross-sector applicability

Need a common foundation with sector-specific adaptability across industries and regions.

WHAT A PCBOK COULD ENABLE

- ▶ Global standard for the discipline
- ▶ Common language across industries and regions
- ▶ Maturity assessment and benchmarking
- ▶ Education, certification and career pathways
- ▶ Integration of data, analytics and AI



FINAL THOUGHT

“Project Management defines how we deliver. Project Controls determines whether we will succeed.”

It's time to formalise the discipline that drives predictable outcomes.

QUESTIONS FOR THE INDUSTRY

01

Do we need a globally recognised Project Controls Body of Knowledge?

02

What gaps do you see in current frameworks?

03

What should be the core pillars of a PCBOK?