

## APPENDIX X1

### FIFTH EDITION CHANGES

The purpose of this appendix is to give a detailed explanation of the changes made to *A Guide to the Project Management Body of Knowledge (PMBOK® Guide)*—Fourth Edition to create the *PMBOK® Guide*—Fifth Edition.

#### X1.1 Scope of Update

The approved scope for the *PMBOK® Guide* – Fifth Edition explicitly states:

- Comments and feedback, both deferred during the development of the *PMBOK® Guide* – Fourth Edition and received by PMI since its development, will be reviewed and determined whether material will be included or excluded in the new edition.
- Review all text and graphics in the document to make sure the information is accurate, clear, complete and relevant, revising as necessary.
- Review, interpret, and ensure appropriate alignment with ISO 21500 [12] in the development of the standard.
- Ensure harmonization with any other relevant PMI standards.
- Consider project management role delineation study results, as appropriate.
- Reposition Section 3 (The Standard for Project Management) as a stand-alone, ANSI-approved standard included within the Fifth Edition as an Appendix or attachment.
- Standard is written for project management practitioners and other stakeholders of the project management profession.
- Standard describes the principles and processes that shape the practices that are unique to projects.
- Standard ensures that any terminology contained within the *PMI Lexicon* is represented consistently and identically in the standard.

With that directive in mind, the update team adopted an approach aimed at achieving a greater degree of consistency and clarity by refining the processes, standardizing inputs and outputs where possible, and implementing a global approach for documenting the inputs and outputs.

Along with a focus on consistency and clarity, the update team worked to complete the requirements for factoring feedback received for the *PMBOK® Guide – Fourth Edition*, and ensure alignment and harmonization with relevant PMI standards, ISO 21500, *PMI Lexicon of Project Management Terms*, and the PMI role delineation study for project managers.

## X1.2 Rules for Handling Inputs, Tools and Techniques, and Outputs (ITTOs)

Business rules were established to further aid consistency in handling the order and detail of information within the ITTOs for each project management process. These rules are:

- *ITTO Fundamental Rules:*
  - Inputs are any documents that are *key* to the process.
  - Process outputs should map as an input to another project management process unless the output is a terminal output or embedded within another input such as process documents.
  - Process inputs should map as an output from another project management process unless the input comes from outside the project.
- *Project Documents Rules:*
  - On the ITTO input list, if the input is a major project document, it needs to be specifically listed out.
  - On the ITTO output list, specific project documents are put on the list the first time they are created as an output. Subsequently, these are listed as “project document updates” on the ITTO output list, and described in the section narrative.
- *Project Management Plan Rules:*
  - On the ITTO input list, if the subsidiary plans and baselines from the project management plan serve as major process inputs, then these need to be specifically listed out.
  - On the ITTO output list, subsidiary plans and baselines for the project management plan are grouped as a single output as “project management plan updates” and described in the section narrative.
  - On the ITTO input list, for those planning processes that create a subsidiary plan, the project management plan is listed as the key input.
  - For control processes, the key input is “project management plan,” rather than specific subsidiary plans. And the output is “project management plan updates” rather than an update to a specific subsidiary plan.

- *EEF/OPA Referencing Rule for Process Inputs:*
  - When referencing EEFs or OPAs, include the phrase “Described in Section” and state 2.1.4 for OPAs or 2.1.5 for EEFs.
- *Other Consistency Rules:*
  - Rename “project document update” and “organizational process asset updates” to “project documents updates” and “organizational process assets updates.”
  - For consistency across the *PMBOK® Guide*, document titles are not to be capitalized in the text.
- *Sequencing Rules:*
  - For inputs and outputs: plans, subsidiary plans, and baselines are listed first.
    - Project management plan first, then subsidiary plans, then baselines.
    - When plans are a major output, they are always listed first.
  - For inputs work performance data/information/reports, these are listed immediately before the enterprise environmental factors.
  - Enterprise environmental factors and organizational process assets are listed last in that order.
  - Tools and techniques have meetings listed last.
  - When updates are an output they are listed in the following sequence:
    - Project management plan/subsidiary plan updates,
    - Project documents updates,
    - Enterprise environmental factors updates, and
    - Organizational process assets updates.

### **X1.3 Established Rules for Ensuring Harmonization Between Glossary Terms and the PMI Lexicon of Project Management Terms**

To ensure that terms used in the *PMBOK® Guide* align with the *PMI Lexicon of Project Management Terms* and harmonize with other PMI standards, business rules were established and adhered to in the Fifth Edition update.

- For terms found in both the *PMBOK® Guide* and the *PMI Lexicon*, the definition from the *PMI Lexicon* takes precedence.
- Where terms used in the *PMBOK® Guide* are not found in the *PMI Lexicon* but are found in other relevant PMI standards (e.g., *The Standard for Program Management*, *Organizational Project Management Maturity Model (OPM3®)*, *The Standard for Portfolio Management*, *Practice Standard for Earned Value Management*, *Practice Standard for Scheduling*, etc.), the definition of the terms shall be the same. If the definitions do not align with the respective standards, the term is elevated to the PMI Lexicon team for assistance in creating an acceptable common definition.

## X1.4 Project Management Plan and Its Subsidiary Plans

To improve consistency and aid clarity around the various subsidiary plans that make up the overall project management plan, the team added four planning processes: Plan Scope Management, Plan Schedule Management, Plan Cost Management, and Plan Stakeholder Management. These changes bring back the scope planning process from the Third Edition and add three new planning processes. The additions provide clearer guidance for the concept that each major Knowledge Area has a need for the project team to actively think through and plan how aspects from the related processes are planned and managed. It also reinforces the concept that each of the subsidiary plans are integrated through the overall project management plan, which becomes the major planning document for guiding further project planning and execution.

This change also ensures harmonization with other PMI standards. For example, a detailed planning process for Plan Schedule Management reinforces the need for detailed planning to address project scheduling issues such as selecting the scheduling method and tool during early planning stages as part of the overall Project Time Management processes. This concept of detailed planning for project scheduling related decisions aligns with the *Practice Standard for Scheduling* and ensures harmonization across PMI standards.

## X1.5 Consistency in Handling Project Management Work Execution Data and Information Flow

To improve consistency and add clarity regarding project data and information flows during project work execution, the team redefined work performance data, work performance information, and work performance reports to align with the DIKW (Data, Information, Knowledge, Wisdom) model used in the field of Knowledge Management.

- **Work Performance Data.** The raw observations and measurements identified during activities performed to carry out the project work. Examples include reported percent of work physically completed, quality technical performance measures, start and finish dates of schedule activities, number of change requests, number of defects, actual costs, actual durations, etc.
- **Work Performance Information.** The performance data collected from various controlling processes, analyzed in context and integrated based on relationships across areas. Examples of performance information are status of deliverables, implementation status for change requests, forecasted estimates to complete.
- **Work Performance Reports.** The physical or electronic representation of work performance information compiled in project documents, intended to generate decisions, raise issues, actions, or awareness. Examples include status reports, memos, justifications, information notes, electronic dashboards, recommendations, and updates.

The redefined data model was then applied consistently to the inputs and outputs for the various controlling and executing processes as illustrated in Figure X1-1.

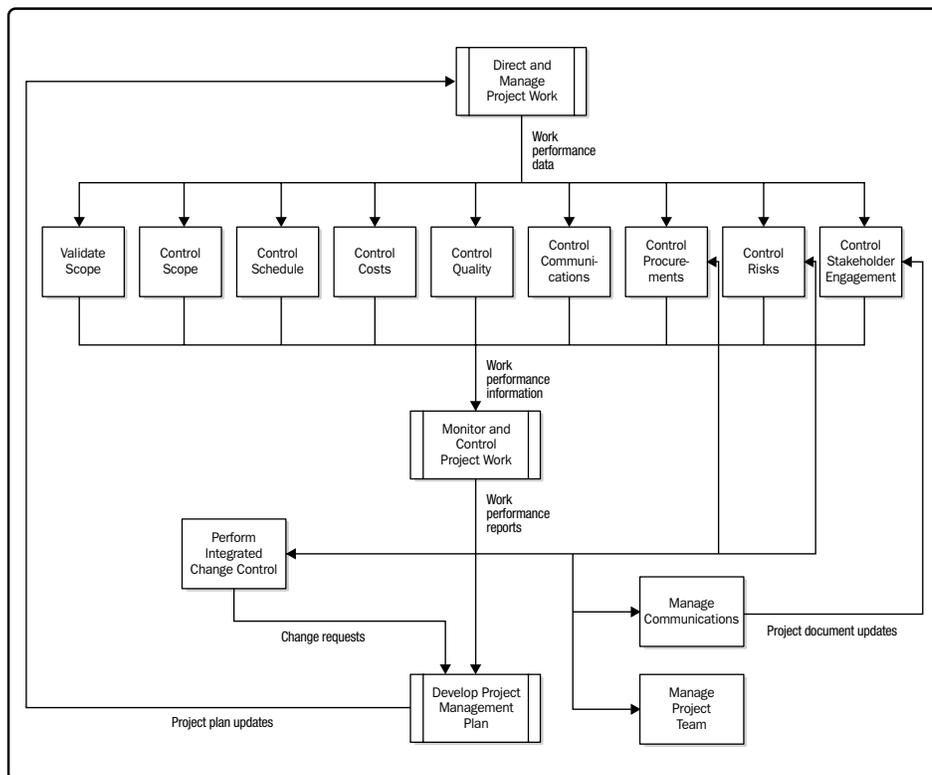


Figure X1-1. Refined Data Model

## **X1.6 Section 1—Introduction**

Sections 1.2, 1.4, and 1.6 were realigned and harmonized with first sections in *The Standard for Program Management – Third Edition* and *The Standard for Portfolio Management – Third Edition*. This ensures the information regarding the relationship between projects, programs, and portfolios is treated consistently across all three standards. Additional text was added to Section 1.4.4 to expand the discussion on project management offices. Section 1.5 on Project Management and Operations Management was expanded to more broadly address the relationship among project management, operations management, and organizational strategy. A new section was added to address the importance of interpersonal skills of a project manager and refers the reader to Appendix X3 of the *PMBOK® Guide* for further discussion on the importance of interpersonal skills in managing projects. Section 1.8 on Enterprise Environmental Factors was moved to Section 2.

## **X1.7 Section 2—Project Life Cycle and Organization**

The content of Section 2 was reorganized to improve content flow and understanding. The section on organizational influence on project management was moved to the beginning of the section and expanded to provide broader coverage of how organizational factors can influence the conduct of project teams. The discussion of enterprise environmental factors was moved into this section from Section 1. The section on stakeholders was expanded to better address project stakeholders and their impact on project governance. A new section was added to address the characteristics and structure of the project team. The section on project life cycle was moved to the end of the section and expanded to further explain life cycles and phases.

## **X1.8 Section 3 Project Management Processes for a Project**

Section 3 of the *PMBOK® Guide – Fourth Edition* was moved into a new Annex in the *PMBOK® Guide – Fifth Edition* (Annex A1 – The Standard for Project Management of a Project). The introduction to this section was cleaned up and expanded to enable this annex to serve as a stand-alone document. This positions the Standard for Project Management away from the main body of the *PMBOK® Guide* material allowing the evolution of the Body of Knowledge material to be separate from the actual Standard for Project Management.

## X1.9 New Section 3 for *PMBOK® Guide – Fifth Edition*

A replacement Section 3 was developed for the *PMBOK® Guide – Fifth Edition*. This new section bridges the content between Sections 1 and 2 and the Knowledge Area sections. The new section introduces the project management processes and Process Groups as in the previous editions of the *PMBOK® Guide*. However, it does not list each of the processes associated with each of the Project Management Process Groups.

## X1.10 Split Section 10 on Project Communications Management into Two Separate Sections

Deferred and post-publication comments on the Project Communications Knowledge Area of the *PMBOK® Guide – Fourth Edition* uncovered a need to modify this Knowledge Area as well as the processes within the Knowledge Area. In general, the comments fell into three groups:

- Eliminate confusion created between the processes of Distribute Information and Report Performance and their overlap with processes for Control Scope, Control Schedule, and Control Cost.
- Tighten the focus of Project Communications Management to planning for the communications needs of the project, collecting, storing, and disseminating project information, and monitoring overall project communications to ensure its efficiency.
- Break out and expand on stakeholder management concepts to reflect not solely upon (a) analyzing stakeholder expectations and its impact on the project, and (b) developing appropriate management strategies for effectively engaging stakeholders in project decisions and execution, but also upon continuous dialogue with stakeholders to meet their needs and expectations, address issues as they occur, and foster appropriate stakeholder engagement in project decisions and activities.

Planning for and managing the communication needs of the project as well as the stakeholders' needs are two distinct keys to project success. The concept being reinforced is that both are discrete Knowledge Areas in which stakeholder management is not simply better management of communications nor which improved communications is simply better stakeholder management. This concept drives the need to treat these two critical keys for project success as distinct areas.

Revamping this Knowledge Area by separating Project Stakeholders Management from Project Communications Management provides the following benefits:

- Focuses on not only managing the expectations of the various stakeholder groups but actively working to ensure an appropriate level of engagement of project stakeholders in the decision making and activities of the project.
- Aligns with the growing body of research showing stakeholder engagement as one of the keys to overall project success.
- Improves the alignment between the *PMBOK® Guide* and *The Standard for Program Management*.
- Aligns better with the focus on stakeholder management being put forward with the new ISO 21500 standard.
- Allows better emphasis on Project Communications Management by focusing on the main purpose of communication activities to collect, store, organize, and distribute project information.
- Enables the realignment of project communications processes, thus addressing the confusion and overlap surrounding project performance analysis and reporting.

Section 10 was separated into two distinct Knowledge Areas: Project Communications Management and Project Stakeholder Management. This change takes the communication processes currently contained in Section 10 and refocuses them to project communications planning, executing, and controlling. The two current stakeholder aligned processes within Section 10 (Identify Stakeholders and Manage Stakeholder Expectations) were moved into a new section addressing stakeholder management. Stakeholder-related text from Section 2.3 was also moved into this new section. The project management processes related to managing project stakeholders were expanded to include:

- Identify Stakeholders,
- Develop Stakeholder Management Plan,
- Manage Stakeholder Engagement, and
- Control Stakeholder Engagement.

## X1.11 Process Changes

As part of the process, changes several process names were changed to improve consistency across the processes and to improve clarity. All processes that create a subsidiary plan were named using the form of Plan {XXX} Management. The Monitor and Controlling processes were named using the form Control {XXX}, since the act of controlling a process includes monitoring the process. These changes improved the consistency of how processes are named across all processes. In addition to process name changes, several other processes were added or modified as described elsewhere in this appendix. The list below summarizes the process changes.

- 4.3 Direct and Manage Project Execution—changed to Direct and Manage Project Work
- 5.1 Plan Scope Management—added
- 5.5 Verify Scope—changed to Validate Scope
- 6.1 Plan Schedule Management—added
- 7.1 Plan Cost Management—added
- 8.1 Plan Quality—changed to Plan Quality Management
- 8.3 Perform Quality Control—changed to Control Quality
- 9.1 Develop Human Resource Plan—changed to Plan Human Resource Management
- 10.2 Plan Communications—changed to Section 10.1 Plan Communications Management
- 10.3 Distribute Information—changed to Section 10.2 Manage Communications
- 10.5 Report Performance—changed to Section 10.3 Control Communications
- 11.6 Monitor and Control Risks—changed to Control Risks
- 12.1 Plan Procurements—changed to Plan Procurement Management
- 12.3 Administer Procurements—changed to Control Procurements
- 10.1 Identify Stakeholders—moved to Section 13.1 Identify Stakeholders
- 13.2 Plan Stakeholder Management—added
- 10.4 Manage Stakeholder Expectations—changed to Section 13.3 Manage Stakeholders Engagement
- 13.4 Control Stakeholders Engagement—added

## X1.12 Section 4—Project Integration Management Changes

Process definitions were revised for Develop Project Charter, Develop Project Management Plan, Direct and Manage Project Work, Monitor and Control Project Work, and Perform Integrated Change Control to better align with the *PMI Lexicon* and improve clarity of the definitions. The Direct and Manage Project Execution was renamed to Direct and Manage Project Work to better align with its definition and reinforce that this process applies beyond the Executing processes. Other changes consist primarily of expanded explanations, refinements to tools and techniques for several processes, and refinements to the inputs and outputs for several processes to better tie the integration processes to other project management processes. A table was added to the discussion of the output for of the Develop Project Management Plan process to bring clarity to the differentiation between project documents and Inputs and outputs were adjusted for several processes to reflect the new model of project data and information flow during the execution of project work.

The following table summarizes the Section 4 processes:

**Table X1-1. Section 4 Changes**

<b>Fourth Edition Sections</b>	<b>Fifth Edition Sections</b>
4.1 Develop Project Charter	4.1 Develop Project Charter
4.2 Develop Project Management Plan	4.2 Develop Project Management Plan
4.3 Direct and Manage Project Execution	4.3 Direct and Manage Project Work
4.4 Monitor and Control Project Work	4.4 Monitor and Control Project Work
4.5 Perform Integrated Change Control	4.5 Perform Integrated Change Control
4.6 Close Project or Phase	4.6 Close Project or Phase

## X1.13 Section 5—Project Scope Management Changes

In Section 5.1, the concept of a Develop Scope Management Plan process was brought back as a way to ensure consistency across all project planning processes and to reinforce that subsidiary plans are developed to plan the details for each major Knowledge Area. To support consistency in naming, the processes that create the subsidiary plans, the Develop Scope Management Plan was named Plan Scope Management. The discussion within the Collect Requirements process was expanded to make clear this process focuses on collecting all requirements necessary for project success. These requirements include the requirements for the product, service, or result to be delivered by the project, any quality requirements the project must meet, and any other project management related requirements deemed critical for project success. The Verify Scope process was renamed to Validate Scope and the text was reworked to add emphasis that this process is not solely about accepting deliverables but validating that the deliverables will deliver value to the business and confirms that the deliverables, as provided, will fulfill the project objectives, as well as their intended use to the project stakeholders. Inputs and outputs were adjusted for several processes to reflect the new model of project data and information flow during the execution of project work.

The following table summarizes the Section 5 processes:

**Table X1-2. Section 5 Changes**

<b>Fourth Edition Sections</b>	<b>Fifth Edition Sections</b>
	5.1 Plan Scope Management
5.1 Collect Requirements	5.2 Collect Requirements
5.2 Define Scope	5.3 Define Scope
5.3 Create WBS	5.4 Create WBS
5.4 Verify Scope	5.5 Validate Scope
5.5 Control Scope	5.6 Control Scope

## X1.14 Section 6—Project Time Management Changes

Section 6 reflects changes within the industry and detailed in the *Practice Standard for Scheduling – Second Edition*.

As part of reinforcing the concept of detailed subsidiary plans being created for each major Knowledge Area and then aggregated into the overall project management plan, a new process was added for Plan Schedule Management. This process adds focus on the preliminary decisions around developing and maintaining the project's schedule model. Process definitions were revised for Define Activities, Estimate Activity Resources, Estimate Activity Durations, and Control Schedule to improve clarity of the definitions. Several processes were modified with new inputs and/or updated outputs. Agile concepts were incorporated into the Develop Schedule process. Figures and associated text were updated to clarify scheduling concepts addressed in the section. Added emphasis was placed on resource optimization techniques used in project scheduling. Some inputs and outputs were renamed for several processes to support consistency between the various project management processes. Inputs and outputs were adjusted for several processes to reflect the new model of project data and information flow during the execution of project work.

The following table summarizes the Section 6 processes:

**Table X1-3. Section 6 Changes**

Fourth Edition Sections	Fifth Edition Sections
	6.1 Plan Schedule Management
6.1 Define Activities	6.2 Define Activities
6.2 Sequence Activities	6.3 Sequence Activities
6.3 Estimate Activity Resources	6.4 Estimate Activity Resources
6.4 Estimate Activity Durations	6.5 Estimate Activity Durations
6.5 Develop Schedule	6.6 Develop Schedule
6.6 Control Schedule	6.7 Control Schedule

## X1.15 Section 7—Project Cost Management Changes

Section 7 reflects changes coming from within the industry and detailed in the *Practice Standard for Estimating* and the *Practice Standard for Earned Value Management – Second Edition*.

As part of reinforcing the concept of detailed subsidiary plans being created for each major Knowledge Area and then aggregated into the overall project management plan, a new process was added for Plan Cost Management. This process adds focus on the preliminary decisions around developing and maintaining the project's cost estimates and budget. Added emphasis was placed on reserve analysis including contingency and management reserves with a new figure, Figure 7-8, added to illustrate the various components making up the project budget. A new table, Table 7-1 on earned value calculations summary, was added to collect in one place all of the formulas used for earned value analysis. Figures for earned value and project funding requirements were updated to reflect the added emphasis on management reserves. Some inputs and outputs were renamed for several processes to support consistency between the various project management processes. Inputs and outputs were adjusted for several processes to reflect the new model of project data and information flow during the execution of project work.

The following table summarizes the Section 7 processes:

**Table X1-4. Section 7 Changes**

Fourth Edition Sections	Fifth Edition Sections
	7.1 Plan Cost Management
7.1 Estimate Costs	7.2 Estimate Costs
7.2 Determine Budget	7.3 Determine Budget
7.3 Control Cost	7.4 Control Costs

## X1.16 Section 8—Project Quality Management Changes

No new processes were added in the project management processes contained within this section. The Quality Planning process was renamed Plan Quality Management to support consistency in naming the processes that create the subsidiary plans. The definition for Plan Quality Management was updated to better align with the added focus on quality requirements for the project. The Perform Quality Control process was renamed Control Quality to support consistency in naming the various controlling processes. Changes consist primarily of expanding discussion on various tools and techniques within the Quality Management processes. Figure 8-2 on IPECC and PDCA Cycles in Relation to QA, QC, and COQ, was added to illustrate the fundamental relationships between quality assurance, quality control, and cost of quality to the Plan-Do-Check-Act and Initiate-Plan-Execute-Control-Close models. A new input was added for the Plan Quality Management process to better tie the requirements gathered during the Collect Requirements process to the overall quality planning for the project. More emphasis was placed on the basic quality management tools used in managing project quality. New figures were added to better summarize the seven basic quality tools and the seven quality management and control tools. Some inputs and outputs were renamed for several processes to support consistency between the various project management processes. Inputs and outputs were adjusted for several processes to reflect the new model of project data and information flow during the execution of project work.

The following table summarizes the Section 8 processes:

**Table X1-5. Section 8 Changes**

<b>Fourth Edition Sections</b>	<b>Fifth Edition Sections</b>
8.1 Plan Quality	8.1 Plan Quality Management
8.2 Perform Quality Assurance	8.2 Perform Quality Assurance
8.3 Perform Quality Control	8.3 Control Quality

## X1.17 Section 9—Project Human Resource Management Changes

No significant changes were implemented in project management processes contained within this section. The Human Resource Planning process was renamed Plan Human Resource Management to support consistency in naming the processes that create the subsidiary plans. Changes consist primarily of some added or modified inputs, tools and techniques, and outputs, and the replacement of project management plan by human resource plan as an input of processes 9.2 Acquire Project Team, 9.3 Develop Project Team, and 9.4 Manage Project Team for consistency with processes in other Knowledge Areas. The definitions for Plan Human Resource Management, Acquire Project Team, and Develop Project Team were updated to better align with the details of these processes. Some inputs and outputs were renamed for several processes to support consistency in how information flows between the various project management processes.

The following table summarizes the Section 9 processes:

**Table X1-6. Section 9 Changes**

<b>Fourth Edition Sections</b>	<b>Fifth Edition Sections</b>
9.1 Develop Human Resource Plan	9.1 Plan Human Resource Management
9.2 Acquire Project Team	9.2 Acquire Project Team
9.3 Develop Project Team	9.3 Develop Project Team
9.4 Manage Project Team	9.4 Manage Project Team

## X1.18 Section 10—Project Communications Management Changes

Information about stakeholder management was moved from Section 10 to a new Knowledge Area for Stakeholder Management. The Plan Communications process was renamed Plan Communications Management to support consistency in naming the processes that create the subsidiary plans. The processes for Distribute Information and Report Performance were reworked to clear up confusion between these processes and their overlap with processes for Control Scope, Control Schedule, and Control Cost. The processes were refocused toward the activity of communication as performed in projects, considering more the process of communicating rather than the intent or desired outcome of the message with emphasis on planning for the communications needs of the project, collecting, storing, and disseminating project information, and monitoring overall project communications to ensure its efficiency. The process names were changed to Manage Communications and Control Communications. The definitions for Plan Communications Management, Manage Communications, and Control Communications were updated to reflect these changes. Some inputs and outputs were renamed for several processes to support consistency between the various project management processes. Inputs and outputs were adjusted for several processes to reflect the new model of project data and information flow during the execution of project work.

The following table summarizes the Section 10 processes:

**Table X1-7. Section 10 Changes**

<b>Fourth Edition Sections</b>	<b>Fifth Edition Sections</b>
10.1 Identify Stakeholders	Moved to 13.1
10.2 Plan Communications	10.1 Plan Communications Management
10.3 Distribute Information	10.2 Manage Communications
10.4 Manage Stakeholder Expectations	Moved to 13.3
10.5 Report Performance	10.3 Control Communications

## X1.19 Section 11—Project Risk Management Changes

No significant changes were implemented in project management processes contained within this section. The Monitor and Control Risks process was renamed Control Risks to support consistency in naming the various controlling processes. Changes were made to move the emphasis away from the term “positive risks” toward “opportunity” to better align with the feedback from the project management community. Text was added to expand upon the concepts of risk attitude, risk appetite, risk tolerance, and risk thresholds. Other changes consist primarily of cleaning up text, incorporating feedback, and aligning inputs and outputs with changes from other Knowledge Areas. Some inputs and outputs were renamed for several processes to support consistency between the various project management processes. Inputs and outputs were adjusted for several processes to reflect the new model of project data and information flow during the execution of project work.

The following table summarizes the Section 11 processes:

**Table X1-8. Section 11 Changes**

<b>Fourth Edition Sections</b>	<b>Fifth Edition Sections</b>
11.1 Plan Risk Management	11.1 Plan Risk Management
11.2 Identify Risks	11.2 Identify Risks
11.3 Perform Qualitative Risk Analysis	11.3 Perform Qualitative Risk Analysis
11.4 Perform Quantitative Risk Analysis	11.4 Perform Quantitative Risk Analysis
11.5 Plan Risk Responses	11.5 Plan Risk Responses
11.6 Monitor and Control Risk	11.6 Control Risks

## X1.20 Section 12—Project Procurement Management Changes

The Plan Procurements process was renamed Plan Procurement Management to support consistency in naming the processes that create the subsidiary plans. The Administer Procurement process was renamed Control Procurements to support consistency in naming the various controlling processes. Other changes consist primarily of cleaning up text, incorporating feedback, and aligning inputs and outputs with changes from other Knowledge Areas. Some inputs and outputs were renamed for several processes to support consistency between the various project management processes. Inputs and outputs were adjusted for several processes to reflect the new model of project data and information flow during the execution of project work.

The following table summarizes the Section 12 processes:

**Table X1-9. Section 12 Changes**

<b>Fourth Edition Sections</b>	<b>Fifth Edition Sections</b>
12.1 Plan Procurements	12.1 Plan Procurement Management
12.2 Conduct Procurements	12.2 Conduct Procurements
12.3 Administer Procurements	12.3 Control Procurements
12.4 Close Procurements	12.4 Close Procurements

## X1.21 Section 13—Project Stakeholder Management Changes

In keeping with the evolution of thinking regarding stakeholder management within projects, a new Knowledge Area was added addressing Project Stakeholder Management. Information on stakeholder identification and managing stakeholder expectations was moved from Section 10 on Project Communications Management to this new Knowledge Area to expand upon and increase the focus on the importance of appropriately engaging project stakeholders in the key decisions and activities associated with the project. New processes were added for Plan Stakeholders Management and Control Stakeholders Engagement. Some inputs and outputs were renamed for several processes to support consistency between the various project management processes. Inputs and outputs were adjusted for several processes to reflect the new model of project data and information flow during the execution of project work.

The following table summarizes the Section 13 processes:

**Table X1-10. Section 13 Changes**

<b>Fourth Edition Sections</b>	<b>Fifth Edition Sections</b>
10.1 Identify Stakeholders	13.1 Identify Stakeholders
	13.2 Plan Stakeholder Management
10.4 Manage Stakeholders Expectations	13.3 Manage Stakeholder Engagement
	13.4 Control Stakeholder Engagement

## X1.22 Glossary

The glossary of the *PMBOK® Guide* – Fifth Edition has been expanded and updated to include those terms within the *PMBOK® Guide* that need to be defined to support an understanding of the document's contents:

- Clarify meaning and improve the quality and accuracy of any translations;
- Eliminate terms not used within the *PMBOK® Guide* – Fifth Edition; and
- Ensure terms align and harmonize with the terms in the *PMI Lexicon* and other key PMI standards.

## X1.23 Data Flow Diagrams

The data flow diagrams for all project management processes were cleaned up and updated to remove inconsistencies and ensure each diagram accurately reflects the inputs and outputs associated with a given process.