

**PMP®**

# Exam Content Outline

Project Management Professional (PMP)®



# Project Management Professional (PMP)<sup>®</sup> Certification Exam Content Outline

## July 2026 PMP<sup>®</sup> Certification Exam Update

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# INTRODUCTION

**Project Management Institute (PMI)** offers a globally recognized professional certification for project managers, known as the Project Management Professional (PMP)<sup>®</sup> certification. PMI exam development processes stand apart from other certification programs. PMI aligns its processes with the certification industry's best practices such as those found in the [Standards for Educational and Psychological Testing](#). The PMP<sup>®</sup> certification is also accredited against the internationally recognized ISO/ANSI 17024 standards and ISO 9001.<sup>1</sup>

A key development requirement for a fair and reliable certification exam is an analysis of the job being assessed and a market assessment of standards and industry practices. Given that the PMP is a global certification, PMI conducted a job task analysis (JTA), which included a criterion-referenced approach to assessing candidates.

With the emergence of several trends in the profession previously unaddressed in the PMP certification exam, such as artificial intelligence (AI), and sustainability, it was critical that PMI evaluate the impacts of these trends on professional practice expectations. These trends were used as inputs into the JTA to validate their relevance and correlation to tasks included in the PMP certification exam. Validation ensures that each exam measures the most critical and frequently performed elements of the project management profession in terms of realistic work settings and ways of working identified as likely to lead to project success.

The PMP certification exam is a vital part of earning this professional certification; thus, it is imperative that the exam accurately reflects the practices of project managers. All the questions on the exam have been written and extensively reviewed by subject matter experts (SMEs) who hold a valid PMP certification. Scored questions are pretested to confirm their utility in assessing test-takers accurately and fairly. These questions are mapped to the *PMP Certification Exam Content Outline (ECO)* to help ensure an appropriate number of questions are in place for a valid examination.

PMI retained Alpine Testing Solutions to develop the global *PMP Certification Exam Content Outline*. Alpine Testing Solutions provides psychometric, test development, and credential management solutions to credentialing and educational programs.

Finally, there are noticeable differences between this updated *PMP Certification Exam Content Outline* and *A Guide to the Project Management Body of Knowledge (PMBOK<sup>®</sup> Guide)*. The taskforce members were charged with outlining critical job tasks of individuals who lead, and direct projects based on their experience and pertinent resources. Each candidate is required to apply project management concepts and their own experience to on-the-job situations through a series of scenario-based questions. The *PMBOK<sup>®</sup> Guide* is a combination of content, such as principles that guide behavior, common technical areas, and processes that reflect good practice and ways of working, to provide the core knowledge that guides activities associated with managing projects. The PMP certification exam assesses a candidate's ability to think critically and apply those practices based on experience leading and managing projects.

<sup>1</sup> Published jointly by the American Education Research Association, National Council on Measurement in Education, and American Psychological Association. The PMP certification is also accredited by the American National Standards Institute (ANSI) against the internationally recognized ISO/IEC 17024 standard: *Conformity Assessment—General Requirements for Bodies Operating Certification of Persons*.

# EXAM CONTENT OUTLINE

The following table identifies the proportion of questions from each domain that will appear on the exam.

| Domain                    | Percentage of Items on the Exam |
|---------------------------|---------------------------------|
| I. People                 | 33%                             |
| II. Process               | 41%                             |
| III. Business Environment | 26%                             |
| <b>Total</b>              | <b>100%</b>                     |

**Important note:** The research conducted through the JTA validated that today's project management practitioners work in a variety of project environments and utilize different project management development approaches. Accordingly, the PMP certification reflects this and incorporates approaches across the value delivery spectrum. Predictive, adaptive/agile, and hybrid management approaches will be found throughout the three domain areas listed above and are not isolated to any particular domain or task. Approximately 40% of the items will represent predictive project management approaches, whereas the remaining 60% will be divided between adaptive/agile and hybrid management approaches. The exact number of items for each question type and approach may vary by form. Our scoring model is periodically reviewed by scoring experts to help ensure valid assessment of knowledge and skills. For more information, please review the exam reporting section of the [PMI Certification Handbook](#).



# DOMAINS, TASKS, AND ENABLERS

This document provides details about the structure for the PMP Certification Exam Content Outline (ECO), including domains, tasks, and enablers as defined by the JTA.

- **Domain:** Defined as the high-level knowledge area that is essential to the practice of project management.
- **Tasks:** The underlying responsibilities of the project manager within each domain area.
- **Enablers:** Illustrative examples of the work associated with the task. Please note that enablers are not meant to be an exhaustive list but rather offer a few examples to help demonstrate what the task encompasses.

Each PMP certification exam will include questions that address all tasks for a domain, and PMI will adhere to the percentage of coverage at the domain level as outlined on the previous page.

Below is an example of the task structure:

|                        |  |
|------------------------|--|
| <b>Domain:</b>         | People   |
| <b>Task statement:</b> | Help ensure knowledge transfer   |
| <b>Enablers:</b>       | <ul style="list-style-type: none"><li>– Identify knowledge critical to the project</li><li>– Gather knowledge</li><li>– Foster an environment for knowledge transfer</li></ul> |

The ECO is in alignment with the PMI Thought Leadership report, [\*Maximizing Project Success: Elevating the impact of the project profession. Elevating the impact on our world\*](#) research, where the result was reframing project success to build upon the traditional metrics like schedule, budget, and scope—the hallmarks of project management success—to a broader perspective that encompasses stakeholder value and accomplishment of desired outcomes. This extensive research contributed to a new, consensus view of the definition of project success when the project was perceived to have delivered **value** that was worth the **effort** and **expense**.

| DOMAIN I PEOPLE—33% |  |
|---------------------|--|
| <b>Task 1</b>       | <b>Develop a common vision</b> <ul style="list-style-type: none"> <li>• Help ensure a shared vision with key stakeholders.</li> <li>• Promote the shared vision.</li> <li>• Keep the vision current.</li> <li>• Break down situations to identify the root cause of a misunderstanding of the vision.</li> </ul>   |
| <b>Task 2</b>       | <b>Manage conflicts</b> <ul style="list-style-type: none"> <li>• Identify conflict sources.</li> <li>• Analyze the context for the conflict.</li> <li>• Implement an agreed-on resolution strategy.</li> <li>• Communicate conflict management principles with the team and external stakeholders.</li> <li>• Establish an environment that fosters adherence to common ground rules.</li> <li>• Manage and rectify ground rule violations.</li> </ul> |
| <b>Task 3</b>       | <b>Lead the project team</b> <ul style="list-style-type: none"> <li>• Establish expectations at the team level.</li> <li>• Empower the team.</li> <li>• Solve problems.</li> <li>• Represent the voice of the team.</li> <li>• Support the team's varied experiences, skills, and perspectives.</li> <li>• Determine an appropriate leadership style.</li> <li>• Establish clear roles and responsibilities within the team.</li> </ul>                |
| <b>Task 4</b>       | <b>Engage stakeholders</b> <ul style="list-style-type: none"> <li>• Identify stakeholders.</li> <li>• Analyze stakeholders.</li> <li>• Analyze and tailor communication to stakeholder needs.</li> <li>• Execute the stakeholder engagement plan.</li> <li>• Optimize alignment among stakeholder needs, expectations, and project objectives.</li> <li>• Build trust and influence stakeholders to accomplish project objectives.</li> </ul>          |
| <b>Task 5</b>       | <b>Align stakeholder expectations</b> <ul style="list-style-type: none"> <li>• Categorize stakeholders.</li> <li>• Identify stakeholder expectations.</li> <li>• Facilitate discussions to align expectations.</li> <li>• Organize and act on mentoring opportunities.</li> </ul>  |
| <b>Task 6</b>       | <b>Manage stakeholder expectations</b> <ul style="list-style-type: none"> <li>• Identify internal and external customer expectations.</li> <li>• Align and maintain outcomes to internal and external customer expectations.</li> <li>• Monitor internal and external customer satisfaction/expectations and respond as needed.</li> </ul>   |

|               |  |
|---------------|--|
| <b>Task 7</b> | <b>Help ensure knowledge transfer</b> <ul style="list-style-type: none"><li>• Identify knowledge critical to the project.</li><li>• Gather knowledge.</li><li>• Foster an environment for knowledge transfer.</li></ul>  |
| <b>Task 8</b> | <b>Plan and manage communication</b> <ul style="list-style-type: none"><li>• Define a communication strategy.</li><li>• Promote transparency and collaboration.</li><li>• Establish a feedback loop.</li><li>• Understand reporting requirements.</li><li>• Create reports aligned with sponsors and stakeholder expectations.</li><li>• Support reporting and governance processes.</li></ul> |



| DOMAIN II PROCESS—41% |   |
|-----------------------|---|
| <b>Task 1</b>         | <b>Develop an integrated project management plan and plan delivery</b> <ul style="list-style-type: none"> <li>Assess project needs, complexity, and magnitude.</li> <li>Recommend a project management development approach (i.e., predictive, adaptive/agile, or hybrid management).</li> <li>Determine critical information requirements (e.g., sustainability).</li> <li>Recommend a project execution strategy.</li> <li>Create an integrated project management plan.</li> <li>Estimate work effort and resource requirements.</li> <li>Assess consolidated project plans for dependencies, gaps, and continued business value.</li> <li>Maintain the integrated project management plan.</li> <li>Collect and analyze data to make informed project decisions.</li> </ul> |
| <b>Task 2</b>         | <b>Develop and manage project scope</b> <ul style="list-style-type: none"> <li>Define scope.</li> <li>Obtain stakeholder agreement on project scope.</li> <li>Break down scope.</li> </ul>  |
| <b>Task 3</b>         | <b>Help ensure value-based delivery</b> <ul style="list-style-type: none"> <li>Identify value components with key stakeholders.</li> <li>Prioritize work based on value and stakeholder feedback.</li> <li>Assess opportunities to deliver value incrementally.</li> <li>Examine the business value throughout the project.</li> <li>Verify a measurement system is in place to track benefits.</li> <li>Evaluate delivery options to demonstrate value.</li> </ul>   |
| <b>Task 4</b>         | <b>Plan and manage resources</b> <ul style="list-style-type: none"> <li>Define and plan resources based on requirements.</li> <li>Manage and optimize resource needs and availability.</li> </ul>   |
| <b>Task 5</b>         | <b>Plan and manage procurement</b> <ul style="list-style-type: none"> <li>Plan procurement.</li> <li>Execute a procurement management plan.</li> <li>Select preferred contract types.</li> <li>Evaluate vendor performance.</li> <li>Verify objectives of the procurement agreement are met.</li> <li>Participate in agreement negotiations.</li> <li>Determine a negotiation strategy.</li> <li>Manage suppliers and contracts.</li> <li>Plan and manage the procurement strategy.</li> <li>Develop a delivery solution.</li> </ul>  |

|                |  |
|----------------|--|
| <b>Task 6</b>  | <b>Plan and manage finance</b> <ul style="list-style-type: none"> <li>Analyze project financial needs.</li> <li>Quantify risk and contingency financial allocations.</li> <li>Plan spend tracking throughout the project life cycle.</li> <li>Plan financial reporting.</li> <li>Anticipate future finance challenges.</li> <li>Monitor financial variations and work with the governance process.</li> <li>Manage financial reserves.</li> </ul>  |
| <b>Task 7</b>  | <b>Plan and optimize quality of products/deliverables</b> <ul style="list-style-type: none"> <li>Gather quality requirements for project deliverables.</li> <li>Plan quality processes and tools.</li> <li>Execute a quality management plan.</li> <li>Help ensure regulatory compliance.</li> <li>Manage cost of quality (CoQ) and sustainability.</li> <li>Conduct ongoing quality reviews.</li> <li>Implement continuous improvement.</li> </ul>  |
| <b>Task 8</b>  | <b>Plan and manage schedule</b> <ul style="list-style-type: none"> <li>Prepare a schedule based on the selected development approach</li> <li>Coordinate with other projects and operations.</li> <li>Estimate project tasks (milestones, dependencies, story points).</li> <li>Utilize benchmarks and historical data.</li> <li>Create a project schedule.</li> <li>Baseline a project schedule.</li> <li>Execute a schedule management plan.</li> <li>Analyze schedule variation.</li> </ul>                             |
| <b>Task 9</b>  | <b>Evaluate project status</b> <ul style="list-style-type: none"> <li>Develop project metrics, analysis, and reconciliation.</li> <li>Identify and tailor needed artifacts.</li> <li>Help ensure artifacts are created, reviewed, updated, and documented.</li> <li>Help ensure accessibility of artifacts.</li> <li>Assess current progress.</li> <li>Measure, analyze, and update project metrics.</li> <li>Communicate project status.</li> <li>Continually assess the effectiveness of artifact management.</li> </ul> |
| <b>Task 10</b> | <b>Manage project closure</b> <ul style="list-style-type: none"> <li>Obtain project stakeholder approval of project completion.</li> <li>Determine criteria to successfully close the project or phase.</li> <li>Validate readiness for transition (e.g., to operations team or next phase).</li> <li>Conclude activities to close the project or phase (e.g., final lessons learned, retrospectives, procurement, financials, resources).</li> </ul>  |

## DOMAIN III BUSINESS ENVIRONMENT—26%

|               |  |
|---------------|--|
| <b>Task 1</b> | <b>Define and establish project governance</b> <ul style="list-style-type: none"> <li>Describe and establish the structure, rules, procedures, reporting, ethics, and policies through the use of organizational process assets (OPAs).</li> <li>Define success metrics.</li> <li>Outline governance escalation paths and thresholds.</li> </ul>   |
| <b>Task 2</b> | <b>Plan and manage project compliance</b> <ul style="list-style-type: none"> <li>Confirm project compliance requirements (e.g., security, health and safety, sustainability, regulatory compliance).</li> <li>Classify compliance categories.</li> <li>Determine potential threats to compliance.</li> <li>Use methods to support compliance.</li> <li>Analyze the consequences of noncompliance.</li> <li>Determine the necessary approach and action(s) to address compliance needs.</li> <li>Measure the extent to which the project is in compliance.</li> </ul> |
| <b>Task 3</b> | <b>Manage and control changes</b> <ul style="list-style-type: none"> <li>Execute the change control process.</li> <li>Communicate the status of proposed changes.</li> <li>Implement approved changes to the project.</li> <li>Update project documentation to reflect changes.</li> </ul>   |
| <b>Task 4</b> | <b>Remove impediments and manage issues</b> <ul style="list-style-type: none"> <li>Evaluate the impact of impediments.</li> <li>Prioritize and highlight impediments.</li> <li>Determine and apply an intervention strategy to remove/minimize impediments.</li> <li>Reassess continually to help ensure impediments, obstacles, and blockers for the team are being addressed.</li> <li>Recognize when a risk becomes an issue.</li> <li>Collaborate with relevant stakeholders on an approach to resolve the issues.</li> </ul>                                    |
| <b>Task 5</b> | <b>Plan and manage risk</b> <ul style="list-style-type: none"> <li>Identify risks.</li> <li>Analyze risks.</li> <li>Monitor and control risks.</li> <li>Develop a risk management plan.</li> <li>Maintain a risk register (e.g., poor IT security).</li> <li>Execute a risk management plan (e.g., risk response for security and managing sustainability risks).</li> <li>Communicate the status of a risk impact on the project.</li> </ul>  |

|               |  |
|---------------|--|
| <b>Task 6</b> | <b>Continuous improvement</b> <ul style="list-style-type: none"> <li>• Utilize lessons learned.</li> <li>• Help ensure continuous improvement processes are updated.</li> <li>• Update organizational process assets (OPAs).</li> </ul>  |
| <b>Task 7</b> | <b>Support organizational change</b> <ul style="list-style-type: none"> <li>• Assess organizational culture.</li> <li>• Evaluate the impact of organizational change on the project and determine required actions.</li> </ul>   |
| <b>Task 8</b> | <b>Evaluate external business environment changes</b> <ul style="list-style-type: none"> <li>• Survey changes to the external business environment (e.g., regulations, technology, geopolitical, market).</li> <li>• Assess and prioritize the impact on project scope/backlog based on changes in the external business environment.</li> <li>• Continually review the external business environment for impacts on project scope/backlog.</li> </ul> |

# PMP CERTIFICATION ELIGIBILITY REQUIREMENTS

PMP certification holders are expected to have a robust background, which includes academic and commercial training as well as professional experience working as a project practitioner. Candidates for the PMP certification must apply to gain eligibility to take the PMP certification exam.

To be eligible for the PMP certification, you must meet one of the educational and professional experience paths listed below. All project management experience must have been accrued within the last 10 years in a professional setting prior to your application submission.

| Educational Background   | Professional Project Management Experience  |
|--|---|
| Completion of upper-secondary/secondary school (e.g., High School Diploma, GED-type secondary equivalency, Upper-Secundary/School Leaving Certificate) mapped to <a href="#">EQF Level 4</a> / <a href="#">ISCED 3–4</a> (or the national framework level for upper-secondary completion). | Minimum 60 months/5 years of non-overlapping experience leading projects in the past 10 years |
| OR   |   |
| Completion of a recognized associate’s-level, higher-certificate, or advanced technical/vocational program mapped to <a href="#">EQF Level 5</a> / <a href="#">ISCED 5</a> (or national framework level designated as post-secondary, short-cycle tertiary).                               | Minimum 48 months/4 years of non-overlapping experience leading projects in the past 10 years |
| OR   |   |
| Bachelor’s degree (or higher) from a recognized/authorized institution; or an advanced professional/vocational qualification that is formally mapped to <a href="#">EQF Level 6</a> / <a href="#">ISCED 6</a> (or the national framework level designated as bachelor-equivalent).*        | Minimum 36 months/3 years of nonoverlapping experience leading projects in the past 10 years  |
| OR   |   |
| Bachelor’s or postgraduate degree awarded by a program accredited by <a href="#">PMI’s Global Accreditation Center (GAC)</a> . (GAC accreditation is a program quality designation and does not, by itself, change the degree level required for eligibility).                             | Minimum 24 months/2 years of non-overlapping experience leading projects in the past 10 years |

If your application is selected for an audit, you will be required to provide documentation verifying the education level and authenticity. If a credential does not cite a framework level, applicants must supply one of the following: (a) a link or extract from a national qualifications register, (b) an official statement from the awarding body or relevant ministry confirming the level, or (c) a formal evaluation by a recognized national body.

*\*Non-degree qualifications are eligible at this tier only when a competent authority explicitly maps the award to EQF 6 (or national bachelor-equivalent level). Titles containing “advanced,” “professional,” or “graduate” without an official level mapping are insufficient.*

Eligible candidates must demonstrate in their PMP application that their professional experience was in leading and directing the projects. As defined in the PMBOK® Guide, a project is a temporary initiative in a unique context undertaken to create value. The temporary nature of a project indicates a beginning and an end to the project work or a phase of the project work. A project's unique context can be driven by its distinct goals, environmental conditions, approaches, stakeholders, or other dimensions. Projects can be stand-alone efforts or part of a portfolio or program (as defined by the PMBOK® Guide).

## Commercial Training Requirements:

In addition to the above project management experience, PMP certification candidates must also have taken at least 35 hours of commercial training in project management aligned with topics covered in the PMP Certification Exam Content Outline (ECO). The coursework must be completed in the respective sections of the application. You can meet commercial training requirements by completing courses from any of the following education providers:

- PMI Authorized Training Partner (ATP)
- China Registered Education Provider (REP)
- PMI Global Accreditation Center for Project Management Education Programs (GAC)
- Project Management course(s) from Accredited Higher Education Institution
- Employer/company-sponsored programs
- Training companies or consultants (e.g., training schools)
- Self-paced on-demand training courses including an end-of-course assessment

## Post-Secondary Academic Education in Project Management

Verify at least 35 formal training hours of specific instruction that addressed learning objectives in project management that aligns to the PMP Certification ECO. Record all training hours regardless of when they were accrued. **The coursework must be completed before the certification is granted.**

**NOTE:** One hour of classroom instruction equals 1 training hour. If you have completed a university or college course on project management that met for 3 hours per week for 15 weeks, you would record 45 training hours. If only a portion of a course dealt with project management, only the hours spent on project management can be applied toward the total.

Learning course hours should cover project-management-related topics as detailed in the PMP Certification ECO above and may include content on, but not limited to, project scope, project schedule, project communications, project risk, project procurement, project financials, project resources, project stakeholders, project integration management, and project governance.

Note that commercial training is not restricted to any specific modality or provider. However, all training is subject to audit. PMI reserves the right to deem training as ineligible for PMP certification candidacy based on quality and may, at their sole discretion, disqualify training if it is found to be of poor quality. Lastly, books and practice exams alone will NOT be accepted as eligible commercial training.



PMI continues to advance the integrity and trust that define the PMP® certification. While PMI does not endorse or control third-party training providers, our Authorized Training Partner (ATP) program helps ensure that candidates who choose to pursue structured learning have access to consistent, high-quality educational experiences. Candidates are free to prepare in any way they choose if the training meets the minimum 35 hours and aligns to the ECO. PMI encourages everyone to exercise caution when engaging with organizations that make misleading claims or guarantee exam success. PMI investigates credible reports of such misconduct to help preserve the integrity and fairness of the certification process. In alignment with ISO/IEC 17024:2012 standards, PMI is introducing enhanced verification within the PMP® application system.

## Credit for Prior Learning Paths:

If you are an active Certified Associate in Project Management (CAPM)® certification holder, and have met the educational and professional experience requirements, you will only need to document 12 additional commercial training hours aligned to the PMP Certification ECO. By holding an active CAPM® certification, you earn a 23-training-hour credit toward the commercial training requirements. Learn more about the CAPM® certification.

\*If you are a graduate of a GAC-accredited degree program, the GAC coursework you completed can also count toward fulfilling the 35 training-hour requirement. [Learn more about the PMI Global Accreditation Center for Project Management Education Programs \(GAC\)](#).

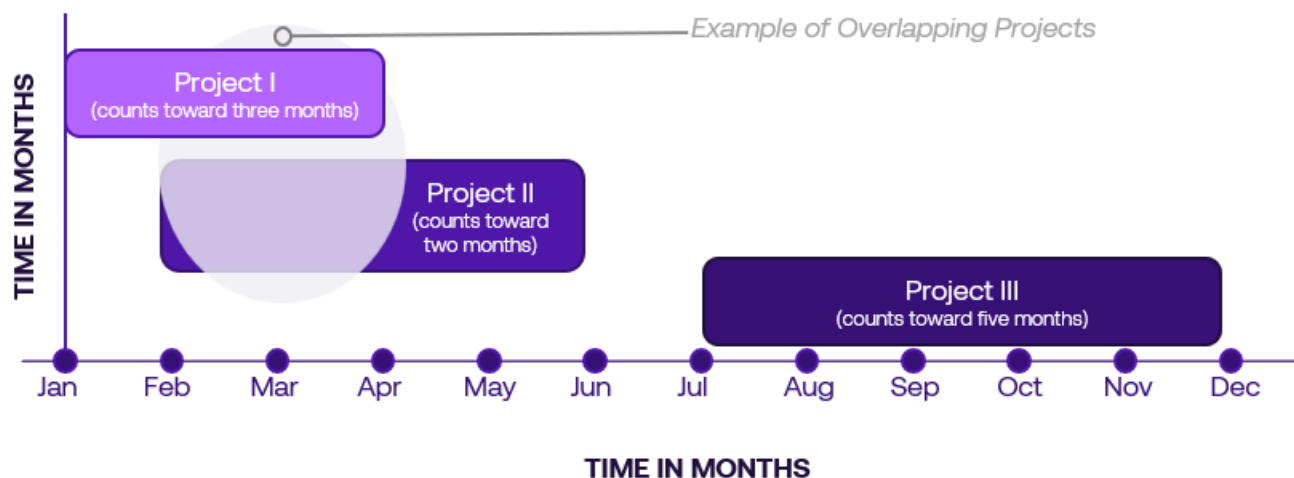
## How to Record Your Experience and Education on the Application

Use the experience verification section of the online application to record your professional work experience leading and directing projects. The experience does not necessarily have to be paid work, but it does need to be in a professional setting. Activities such as school projects, academic research for a degree-granting program, planning personal events, or home improvement projects do not qualify. Ensure your project entries do not include any routine, operational, or administrative tasks.

## Number of Months of Project Management Experience

All project experience must be recorded individually regardless of the number of projects you include. Tenure is tracked in months, not the number of projects; therefore, 6 months of project management experience should be noted as such, regardless of how many projects you led during those 6 months.

Using the example below, the time leading Project I, from 1 January – 31 March, would count as three months toward the eligibility requirement. Whereas the time leading Project II, from 1 February – 31 May, would count as two months toward the eligibility requirement. You cannot count the time leading both projects during February–April twice. Therefore, Project I and Project II equal five months (1 January–31 May) of project management experience toward your eligibility requirement.



Individuals who do not meet the eligibility requirements for the PMP certification should consider exploring other certifications, such as the [Certified Associate in Project Management \(CAPM\)®](#), to advance their project management knowledge and skills.





# PMP CERTIFICATION EXAM INFORMATION

The PMP certification exam is comprised of 180 questions including, but not limited to, multiple-choice single or multiple response, drag-and-drop, as well as practicum hands-on testing that may include tools, data, and case study questions. Of the 180 questions, 10 are considered pretest questions. Pretest questions do not affect the score and are used in exams as an effective and legitimate way to test the validity of future exam questions. All questions are randomly placed throughout the exam.

| Number of Scored Questions | Number of Pretest (Unscored) Questions | Total Exam Questions |
|----------------------------|--|----------------------|
| 170                        | 10                                     | 180                  |

| Allotted Exam Time |
|--------------------|
| 240 Minutes        |

The allotted time to complete the center-based exam is 240 minutes. It may take you less than the allotted time to complete the exam.

For the PMP certification exam, there are two 10-minute breaks in the exam. The first break occurs after the case-study section, and the second break occurs approximately midway through the independent question portion of the exam. Please note, once you review your responses and start your break you will not be able to return to the questions from the previous section of the exam.

In total, you will have 240 minutes to respond to 180 questions. Those taking the exam online, please refer to the section below regarding breaks during the Online Proctored Tests (OPT).

The exam is preceded by a tutorial and followed by a survey, both of which are optional. The time used to complete the tutorial and survey is not included in the exam time of 240 minutes (4 hours).

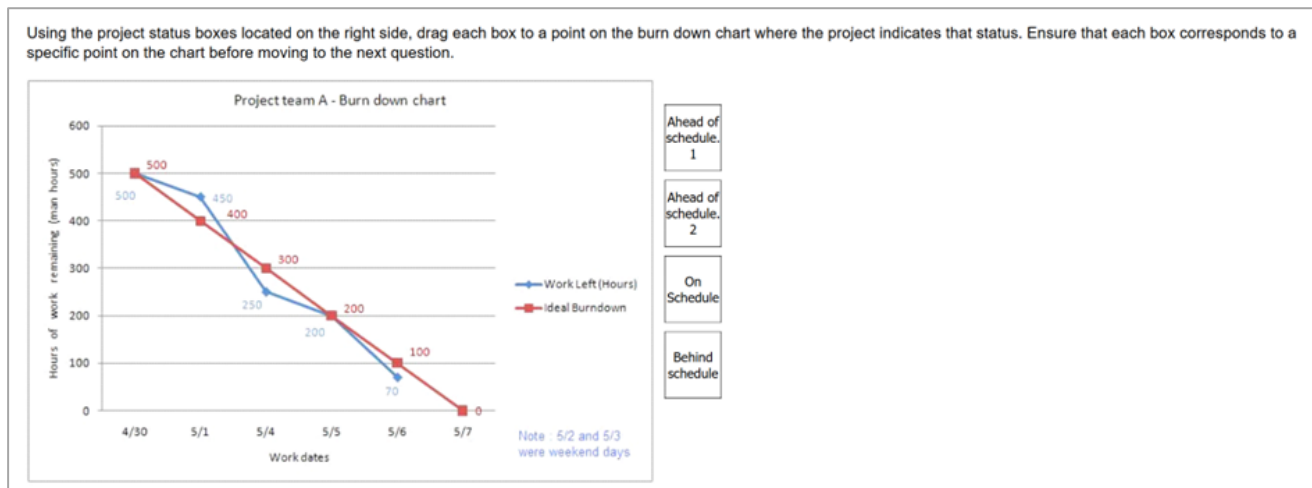
## PMP Certification Exam Question Types:

**Case or Scenario (NEW):** The candidate is presented with a detailed scenario or situation, which may include graphs or charts to provide additional context. This could be a description of a business, a project, a decision making process, or a combination of any. After reviewing the scenario or situation, and any accompanying visuals, the candidate will answer a series of questions based on all the information provided. *(Available on all modalities)*

|   |  |
|---|--|
| <p>A project manager is working for a company that is launching a new smart home device designed to improve energy efficiency. The product aims to help consumers reduce their energy consumption by automatically adjusting heating, cooling, and lighting based on occupancy and time of day. The project manager has been given a budget of \$500,000 and a timeline of six months to complete the project. The project team consists of engineers, marketers, and sales professionals. A recent market analysis shows a growing demand for eco-friendly products, but competition is fierce with several established brands already in the market. Additionally, the company has set a goal to achieve a 10% market share within the first year of launch.</p> <p>The engineering team has identified several technical challenges, including ensuring compatibility with existing smart home systems and maintaining user privacy and data security. The marketing team is tasked with creating a compelling campaign that highlights the unique features of the product while addressing consumer concerns about privacy. The sales team is focused on establishing partnerships with retailers and online platforms to maximize distribution channels.</p> | <p>Based on the scenario, what are the key challenges the project manager might face in launching this product, and how should they be prioritized?</p> <ul style="list-style-type: none"> <li><input type="radio"/> A. Focus solely on marketing</li> <li><input type="radio"/> B. Overemphasize technical features</li> <li><input type="radio"/> C. Delay privacy measures</li> <li><input type="radio"/> D. Technical compatibility</li> </ul> |
|---|--|

Example of a Case or Scenario on the Certification Exam

**Enhanced Matching:** Enhanced matching questions can include images or diagrams to help clarify the items being matched. In the example below, the candidate would drag one of the boxes on the right to a specific location on the chart. Might include additional elements like drag-and-drop functionality, allowing users to move items around to make matches. *(Only available on CBT)*



Example of Enhanced Matching on the Certification Exam

**Graphic-Based Questions (NEW):** This type of question requires the candidate to refer to, and interpret visual information, such as charts, graphs, diagrams, or images, then answer questions based on the information provided. *(Available on all modalities)*

Requirements Traceability Matrix (RTM) Excerpt from Project Plan

| Requirement ID | Requirement Description   |
|----------------|---|
| RQ001          | Salesforce Service Cloud (SFSC) out-of-the-box functionality for B2B customer service immediate issues with BSC staff using SFSC instead of emails. |
| RQ002          | Accelerate email deflection, reducing the number of emails requiring CSA intervention   |
| RQ003          | Improve email resolution speed, ensuring timely customer responses  |
| RQ004          | Advanced analytics including BI and solution usage visibility   |
| RQ005          | AI automated case classification, best reply generation, and case summarization   |
| RQ006          | CSAT surveys after each case and automated escalation   |

The high staff turnover at the Business Solutions Center (BSC) has caused significant frustration among B2B customers, primarily due to the loss of historical information stored in Outlook emails. To mitigate this issue, the BSC is adopting Salesforce Service Cloud (SFSC) to enhance the visibility and management of customer queries, along with offering other capabilities. The project is expected to deliver \$10 million annually according to the annual planning exercise, but the business case presented only demonstrated \$4 million in benefits. Consequently, the business sponsor needed to address concerns from the Business Transformation Office (BTO) and engage with the agile practitioner for clarification.

Which specific requirements within the Salesforce Service Cloud implementation contribute the MOST to the \$4 million in reduced benefit?

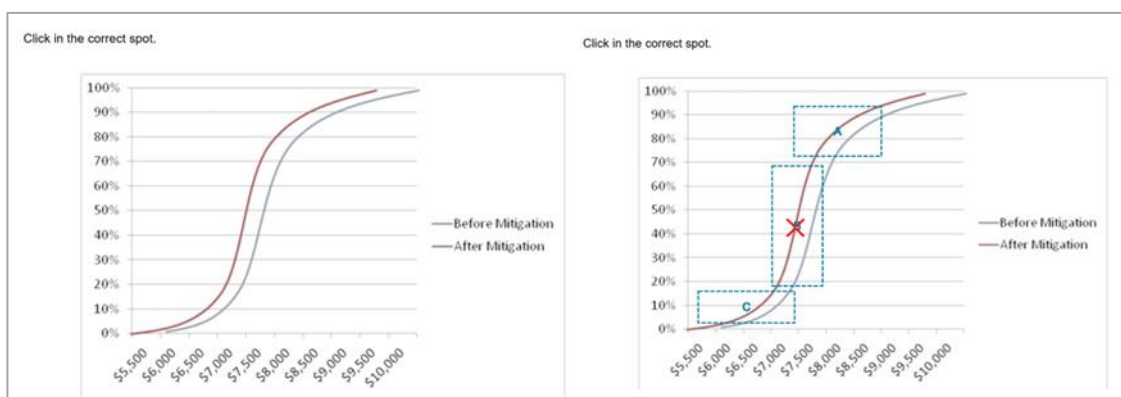
- ☐ A. RQ001
- ☐ B. RQ002
- ☐ C. RQ003
- ☐ D. RQ004
- ☐ E. RQ005
- ☐ F. RQ006

Example of a Graphic-Based Question on the Certification Exam

**Multiple-Choice Single Response:** Multiple answer choices with one correct answer. *(Available on all modalities)*

**Multiple-Response Questions:** Multiple answer choices with more than one correct answer. *(Available on all modalities)*

**Point and Click:** The item is in the form of an image with hidden hotspot areas. The candidate must identify the correct areas by clicking on the correct locations on the image. The image on the left is an example of what the candidate would see. The image on the right represents the areas where the candidate can select to respond *(Only available on CBT)*.



Example of Point and Click on the Certification Exam

**Matching:** Asks candidates to pair items from different lists. It consists of columns of information. The task is to drag items from the first column to the middle, corresponding to the information in the third column. The example below shows a Matching question before (right) and after (left) the candidate has answered. *(Only available on CBT)*

Match the role with its corresponding job description.

| Role               |  | Description  |
|--------------------|--|--|
| Portfolio manager  | <div style="border: 1px solid gray; height: 15px; width: 50px;"></div> | Offers project input because they are affected by the activity or outcome of a project                         |
| Project manager    | <div style="border: 1px solid gray; height: 15px; width: 50px;"></div> | Focuses on providing management oversight for a business unit  |
| Functional manager | <div style="border: 1px solid gray; height: 15px; width: 50px;"></div> | Manages or coordinates management staff and program and project staff that may have reporting responsibilities |
| Stakeholder        | <div style="border: 1px solid gray; height: 15px; width: 50px;"></div> | Leads the team and is responsible for achieving project objectives   |

Match the role with its corresponding job description.

| Role               |  | Description  |
|--------------------|--|--|
| Stakeholder        | <div style="border: 1px solid gray; height: 15px; width: 50px;"></div> | Offers project input because they are affected by the activity or outcome of a project                         |
| Functional manager | <div style="border: 1px solid gray; height: 15px; width: 50px;"></div> | Focuses on providing management oversight for a business unit  |
| Portfolio manager  | <div style="border: 1px solid gray; height: 15px; width: 50px;"></div> | Manages or coordinates management staff and program and project staff that may have reporting responsibilities |
| Project manager    | <div style="border: 1px solid gray; height: 15px; width: 50px;"></div> | Leads the team and is responsible for achieving project objectives   |

Example of Matching on the Certification Exam

**Pull-down List:** The correct answer must be selected from a drop-down list as shown below. *(Only available on CBT)*

The plan includes the activities, estimated durations and dependencies.

Select...
▼

Select...

Requirements Management Plan

Cost Management Plan

Scope Management Plan

Schedule Management Plan

Change Management Plan

Quality Management Plan

Example of a Pull-down List on the Certification Exam

# TAKING THE PMP CERTIFICATION EXAM

The PMP certification exam is available to take in person at a test center using a computer or scantron or it can be taken online with a proctor. Please be sure to review the exam day instructions and check-in procedures as outlined in the [PMI® Certification Handbook](#).

## In-Person Testing: Computer-Based Testing (CBT) and Paper-Based Testing (PBT)

- For in-person test center and availability (recommended), please make sure to review test centers near you by visiting: <https://www.pearsonvue.com/us/en/pmi.html>

## Online Proctored Tests (OPT)

Online proctored exams will require system tests and an extensive check-in process. Please allow for time prior to the exam to help ensure you complete these processes.

- For testing online via OnVue online proctored, please make sure you review, and complete necessary system checks by visiting: <https://www.pearsonvue.com/us/en/pmi/onvue.html>
- Candidates who are taking an OPT exam may be asked to present their identification to the proctor after they return from a break, prior to continuing with the exam.

# RETAKING THE PMP CERTIFICATION EXAM

If you do not pass your first exam attempt, we encourage you to continue studying and retake the exam. You may take the exam up to three times within your 1-year eligibility period. After three attempts, you must wait 1 year from the date of the last exam before you reapply for the certification. This policy is designed to uphold exam security and reduce overexposure of exam questions to individual candidates. However, during this year you are welcome to apply for any other PMI certification.

If your 1-year eligibility period expires without you passing the exam, even if you have not taken it three times, you must reapply for the certification. This policy is designed to uphold eligibility and help ensure all experience included in a candidate's application aligns to the 10-year limit. However, in such a case, you will not be subject to a waiting period.

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# CONTINUING CERTIFICATION REQUIREMENTS (CCR) PROGRAM

Once you have successfully earned your PMP certification, maintain your certification by completing and submitting 60 professional development units (PDUs) every 3 years and paying the certification renewal fee.

For details on the CCR Program and instructions on how to earn and track PDUs in CCR, please review the CCR Handbook by visiting <https://www.pmi.org/certifications/certification-resources/maintain>

## RESOURCES

Please be sure to review the PMP certification exam resources as provided on the [PMP Exam Prep](#) page of PMI.org.

PMI does not endorse specific review courses resources, references, or other materials for certification preparation. The references listed are not inclusive of all resources that may be utilized and should not be interpreted as a guaranteed means of passing the exam.

The PMP certification exam is not written according to any single text or singularly supported by any specific reference. These references are the most frequently cited by the volunteer project professionals who develop PMP certification exam questions. The reference list is provided as a courtesy only.