

Mapping the PMP® Exam Content Outline to the Course Content

Obtaining PMP® Certification requires candidates to pass the PMP® Certification exam. The Project Management Professional (PMP®) Examination Content Outline (ECO) documents the domains, tasks, and enablers that are addressed on the PMP® certification exam, as well as the percentages of questions allocated to each of the exam domains.

To assist you in your preparation for the exam, the following reference document indicates where the material from the ECO is covered in the *PMI® Authorized PMP® Exam Prep* course.

	Domain 1: People (42%)	Covered In
Task 1	Manage conflict	
	<ul style="list-style-type: none"> Interpret the source and stage of the conflict 	4D
	<ul style="list-style-type: none"> Analyze the context for the conflict 	4D
	<ul style="list-style-type: none"> Evaluate/recommend/reconcile the appropriate conflict resolution solution 	4D
Task 2	Lead a team	
	<ul style="list-style-type: none"> Set a clear vision and mission 	4A
	<ul style="list-style-type: none"> Support diversity and inclusion (e.g., behavior types, thought process) 	1A, 4A
	<ul style="list-style-type: none"> Value servant leadership (e.g., relate the tenets of servant leadership to the team) 	4A
	<ul style="list-style-type: none"> Determine an appropriate leadership style (e.g., directive, collaborative) 	4A
	<ul style="list-style-type: none"> Inspire, motivate, and influence team members/stakeholders (e.g., team contract, social contract, reward system) 	4A
	<ul style="list-style-type: none"> Analyze team members and stakeholders' influence 	4A
	<ul style="list-style-type: none"> Distinguish various options to lead various team members and stakeholders 	4A
Task 3	Support team performance	
	<ul style="list-style-type: none"> Appraise team member performance against key performance indicators 	4B
	<ul style="list-style-type: none"> Support and recognize team member growth and development 	4B, 4G
	<ul style="list-style-type: none"> Determine appropriate feedback approach 	4B, 4F
	<ul style="list-style-type: none"> Verify performance improvements 	4B
Task 4	Empower team members and stakeholders	
	<ul style="list-style-type: none"> Organize around team strengths 	1D
	<ul style="list-style-type: none"> Support team task accountability 	1D, 4B
	<ul style="list-style-type: none"> Evaluate demonstration of task accountability 	1D
	<ul style="list-style-type: none"> Determine and bestow level(s) of decision-making authority 	1D
Task 5	Ensure team members/stakeholders are adequately trained	
	<ul style="list-style-type: none"> Determine required competencies and elements of training 	1E
	<ul style="list-style-type: none"> Determine training options based on training needs 	1E
	<ul style="list-style-type: none"> Allocate resources for training 	1E

	Domain 1: People (42%)	Covered In
	<ul style="list-style-type: none"> Measure training outcomes 	1E
Task 6	Build a team	
	<ul style="list-style-type: none"> Appraise stakeholder skills 	1A
	<ul style="list-style-type: none"> Deduce project resource requirements 	1A
	<ul style="list-style-type: none"> Continuously assess and refresh team skills to meet project needs 	1A
	<ul style="list-style-type: none"> Maintain team and knowledge transfer 	1A, 3H, 4A
Task 7	Address and remove impediments, obstacles, and blockers for the team	
	<ul style="list-style-type: none"> Determine critical impediments, obstacles, and blockers for the team 	4C
	<ul style="list-style-type: none"> Prioritize critical impediments, obstacles, and blockers for the team 	4C
	<ul style="list-style-type: none"> Use network to implement solutions to remove impediments, obstacles, and blockers for the team 	4C
	<ul style="list-style-type: none"> Re-assess continually to ensure impediments, obstacles, and blockers for the team are being addressed 	4C
Task 8	Negotiate project agreements	
	<ul style="list-style-type: none"> Analyze the bounds of the negotiations for agreement 	1C
	<ul style="list-style-type: none"> Assess priorities and determine ultimate objective(s) 	1C
	<ul style="list-style-type: none"> Verify objective(s) of the project agreement is met 	1C
	<ul style="list-style-type: none"> Participate in agreement negotiations 	1C
	<ul style="list-style-type: none"> Determine a negotiation strategy 	1C
Task 9	Collaborate with stakeholders	
	<ul style="list-style-type: none"> Evaluate engagement needs for stakeholders 	4E
	<ul style="list-style-type: none"> Optimize alignment between stakeholder needs, expectations, and project objectives 	4E
	<ul style="list-style-type: none"> Build trust and influence stakeholders to accomplish project objectives 	4E
Task 10	Build shared understanding	
	<ul style="list-style-type: none"> Break down situation to identify the root cause of a misunderstanding 	4D
	<ul style="list-style-type: none"> Survey all necessary parties to reach consensus 	1G
	<ul style="list-style-type: none"> Support outcome of parties' agreement 	1G
	<ul style="list-style-type: none"> Investigate potential misunderstandings 	4D
Task 11	Engage and support virtual teams	
	<ul style="list-style-type: none"> Examine virtual team member needs (e.g., environment, geography, culture, global, etc.) 	1F
	<ul style="list-style-type: none"> Investigate alternatives (e.g., communication tools, colocation) for virtual team member engagement 	1F

	Domain 1: People (42%)	Covered In
	<ul style="list-style-type: none"> Implement options for virtual team member engagement 	1F
	<ul style="list-style-type: none"> Continually evaluate effectiveness of virtual team member engagement 	1F
Task 12	Define team ground rules	
	<ul style="list-style-type: none"> Communicate organizational principles with team and external stakeholders 	1B
	<ul style="list-style-type: none"> Establish an environment that fosters adherence to the ground rules 	1B
	<ul style="list-style-type: none"> Manage and rectify ground rule violations 	1B, 2F
Task 13	Mentor relevant stakeholders	
	<ul style="list-style-type: none"> Allocate the time to mentoring 	4F
	<ul style="list-style-type: none"> Recognize and act on mentoring opportunities 	4F
Task 14	Promote team performance through the application of emotional intelligence	
	<ul style="list-style-type: none"> Assess behavior through the use of personality indicators 	4G
	<ul style="list-style-type: none"> Analyze personality indicators and adjust to the emotional needs of key project stakeholders 	4G

	Domain 2: Process (50%)	Covered In
Task 1	Execute project with the urgency required to deliver business value	
	<ul style="list-style-type: none"> Assess opportunities to deliver value incrementally 	3B
	<ul style="list-style-type: none"> Examine the business value throughout the project 	3B
	<ul style="list-style-type: none"> Support the team to subdivide project tasks as necessary to find the minimum viable product 	3B
Task 2	Manage communications	
	<ul style="list-style-type: none"> Analyze communication needs of all stakeholders 	3C
	<ul style="list-style-type: none"> Determine communication methods, channels, frequency, and level of detail for all stakeholders 	3C
	<ul style="list-style-type: none"> Communicate project information and updates effectively 	3C
	<ul style="list-style-type: none"> Confirm communication is understood and feedback is received 	3C
Task 3	Assess and manage risks	
	<ul style="list-style-type: none"> Determine risk management options 	3A
	<ul style="list-style-type: none"> Iteratively assess and prioritize risks 	3A
Task 4	Engage stakeholders	
	<ul style="list-style-type: none"> Analyze stakeholders (e.g., power interest grid, influence, impact) 	3D
	<ul style="list-style-type: none"> Categorize stakeholders 	3D
	<ul style="list-style-type: none"> Engage stakeholders by category 	3D

	Domain 2: Process (50%)	Covered In
	<ul style="list-style-type: none"> Develop, execute, and validate a strategy for stakeholder engagement 	3D
Task 5	Plan and manage budget and resources	
	<ul style="list-style-type: none"> Estimate budgetary needs based on the scope of the project and lessons learned from past projects 	2C
	<ul style="list-style-type: none"> Anticipate future budget challenges 	2C
	<ul style="list-style-type: none"> Monitor budget variations and work with governance process to adjust as necessary 	2C
	<ul style="list-style-type: none"> Plan and manage resources 	2C
Task 6	Plan and manage schedule	
	<ul style="list-style-type: none"> Estimate project tasks (milestones, dependencies, story points) 	2D
	<ul style="list-style-type: none"> Utilize benchmarks and historical data 	2D
	<ul style="list-style-type: none"> Prepare schedule based on methodology 	2D
	<ul style="list-style-type: none"> Measure ongoing progress based on methodology 	2D, 3B
	<ul style="list-style-type: none"> Modify schedule, as needed, based on methodology 	2D
	<ul style="list-style-type: none"> Coordinate with other projects and other operations 	2D
Task 7	Plan and manage quality of products/deliverables	
	<ul style="list-style-type: none"> Determine quality standard required for project deliverables 	2E
	<ul style="list-style-type: none"> Recommend options for improvement based on quality gaps 	2E
	<ul style="list-style-type: none"> Continually survey project deliverable quality 	2E
Task 8	Plan and manage scope	
	<ul style="list-style-type: none"> Determine and prioritize requirements 	2B
	<ul style="list-style-type: none"> Break down scope (e.g., WBS, backlog) 	2B
	<ul style="list-style-type: none"> Monitor and validate scope 	2B
Task 9	Integrate project planning activities	
	<ul style="list-style-type: none"> Consolidate the project/phase plans 	2F
	<ul style="list-style-type: none"> Assess consolidated project plans for dependencies, gaps, and continued business value 	2F
	<ul style="list-style-type: none"> Analyze the data collected 	2F
	<ul style="list-style-type: none"> Collect and analyze data to make informed project decisions 	2F, 3B
	<ul style="list-style-type: none"> Determine critical information requirements 	2F
Task 10	Manage project changes	
	<ul style="list-style-type: none"> Anticipate and embrace the need for change (e.g., follow change management practices) 	3F
	<ul style="list-style-type: none"> Determine strategy to handle change 	3F
	<ul style="list-style-type: none"> Execute change management strategy according to the methodology 	3F
	<ul style="list-style-type: none"> Determine a change response to move the project forward 	3F
Task 11	Plan and manage procurement	
	<ul style="list-style-type: none"> Define resource requirements and needs 	2G

	Domain 2: Process (50%)	Covered In
	<ul style="list-style-type: none"> Communicate resource requirements 	2G
	<ul style="list-style-type: none"> Manage suppliers/contracts 	2G
	<ul style="list-style-type: none"> Plan and manage procurement strategy 	2G
	<ul style="list-style-type: none"> Develop a delivery solution 	2G
Task 12	Manage project artifacts	
	<ul style="list-style-type: none"> Determine the requirements (what, when, where, who, etc.) for managing the project artifacts 	3E
	<ul style="list-style-type: none"> Validate that the project information is kept up to date (i.e., version control) and accessible to all stakeholders 	3E
	<ul style="list-style-type: none"> Continually assess the effectiveness of the management of the project artifacts 	3E
Task 13	Determine appropriate project methodology/methods and practices	
	<ul style="list-style-type: none"> Assess project needs, complexity, and magnitude 	2A
	<ul style="list-style-type: none"> Recommend project execution strategy (e.g., contracting, finance) 	2A
	<ul style="list-style-type: none"> Recommend a project methodology/approach (i.e., predictive, agile, hybrid) 	2A
	<ul style="list-style-type: none"> Use iterative, incremental practices throughout the project life cycle (e.g., lessons learned, stakeholder engagement, risk) 	2A
Task 14	Establish project governance structure	
	<ul style="list-style-type: none"> Determine appropriate governance for a project (e.g., replicate organizational governance) 	2H
	<ul style="list-style-type: none"> Define escalation paths and thresholds 	2H
Task 15	Manage project issues	
	<ul style="list-style-type: none"> Recognize when a risk becomes an issue 	3G
	<ul style="list-style-type: none"> Attack the issue with the optimal action to achieve project success 	3G
	<ul style="list-style-type: none"> Collaborate with relevant stakeholders on the approach to resolve the issues 	3G
Task 16	Ensure knowledge transfer for project continuity	
	<ul style="list-style-type: none"> Discuss project responsibilities within team 	1A, 3H
	<ul style="list-style-type: none"> Outline expectations for working environment 	3H
	<ul style="list-style-type: none"> Confirm approach for knowledge transfers 	3H
Task 17	Plan and manage project/phase closure or transitions	
	<ul style="list-style-type: none"> Determine criteria to successfully close the project or phase 	2I
	<ul style="list-style-type: none"> Validate readiness for transition (e.g., to operations team or next phase) 	2I
	<ul style="list-style-type: none"> Conclude activities to close out project or phase (e.g., final lessons learned, retrospective, procurement, financials, resources) 	2I

	Domain 3: Business Environment (8%)	Covered In
Task 1	Plan and manage project compliance	
	<ul style="list-style-type: none"> Confirm project compliance requirements (e.g., security, health and safety, regulatory compliance) 	5A
	<ul style="list-style-type: none"> Classify compliance categories 	5A
	<ul style="list-style-type: none"> Determine potential threats to compliance 	5A
	<ul style="list-style-type: none"> Use methods to support compliance 	5A
	<ul style="list-style-type: none"> Analyze the consequences of noncompliance 	5A
	<ul style="list-style-type: none"> Determine necessary approach and action to address compliance needs (e.g., risk, legal) 	5A
	<ul style="list-style-type: none"> Measure the extent to which the project is in compliance 	5A
Task 2	Evaluate and deliver project benefits and value	
	<ul style="list-style-type: none"> Investigate that benefits are identified 	5B
	<ul style="list-style-type: none"> Document agreement on ownership for ongoing benefit realization 	5B
	<ul style="list-style-type: none"> Verify measurement system is in place to track benefits 	5B
	<ul style="list-style-type: none"> Evaluate delivery options to demonstrate value 	5B
	<ul style="list-style-type: none"> Appraise stakeholders of value gain progress 	5B
Task 3	Evaluate and address external business environment changes for impact on scope	
	<ul style="list-style-type: none"> Survey changes to external business environment (e.g., regulations, technology, geopolitical, market) 	5C
	<ul style="list-style-type: none"> Assess and prioritize impact on project scope/backlog based on changes in external business environment 	5C
	<ul style="list-style-type: none"> Recommend options for scope/backlog changes (e.g., schedule, cost changes) 	5C
	<ul style="list-style-type: none"> Continually review external business environment for impacts on project scope/backlog 	5C
Task 4	Support organizational change	
	<ul style="list-style-type: none"> Assess organizational culture 	5D
	<ul style="list-style-type: none"> Evaluate impact of organizational change to project and determine required actions 	5D
	<ul style="list-style-type: none"> Evaluate impact of the project to the organization and determine required actions 	5B, 5D