

Project Management Professional (PMP)®

Examination Content Outline

Project Management Institute

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Examination Content Outline**

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INTRODUCTION

The Project Management Institute (PMI) offers a professional credential for project managers, known as the Project Management Professional (PMP)[®]. PMI's professional credentialing examination development processes stand apart from other project management certification examination development practices. PMI aligns its process with certification industry best practices, such as those found in the *Standards for Educational and Psychological Testing*. The PMP[®] credential is also accredited against the internationally recognized ISO 17024 standard.¹

A key component of this process is that organizations wishing to offer valid and reliable professional credentialing examinations are directed to use a Role Delineation Study (RDS) as the basis for the creation of the examination. This process utilizes knowledge and task-driven guidelines to assess the practitioner's competence, and determine the levels of salience, criticality, and frequency of each of the knowledge, tasks, and skills required to perform to the industry-wide standard in the role of a project manager.

The Role Delineation Study ensures the validity of an examination. Validation assures the outcome of the exam is, in fact, measuring and evaluating appropriately the specific knowledge and skills required to function as a project management practitioner. Thus, the Role Delineation Study guarantees that each examination validly measures all elements of the project management profession in terms of real settings.

PMP credential holders can be confident that their professional credential has been developed according to the best practices of test development and based upon input from the practitioners who establish those standards.

The PMP examination is a vital part of the activities leading to earning a professional credential, thus it is imperative that the PMP examination reflect accurately the practices of the project management practitioner. All the questions on the examination have been written and extensively reviewed by qualified PMP credential holders and tracked to at least two academic references. These questions are mapped against the *PMP Examination Content Outline* to ensure that an appropriate number of questions are in place for a valid examination.

PMI retained Professional Examination Service (ProExam) to develop the global *PMP Examination Content Outline*. Since 1941, ProExam has provided a full range of assessment and advisory services to organizations across a broad range of professions, in support of professional licensure and certification, training, and continuing professional education. ProExam is dedicated to promoting the public welfare through credentialing as a mission-driven, not-for-profit organization.

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

Finally, although the *PMP Examination Content Outline* and *A Guide to the Project Management Body of Knowledge (PMBOK® Guide)* have commonalities, it is important to note that those involved in the study described previously were not bound by the *PMBOK® Guide*. They were charged with defining the roles of individuals leading and directing projects, and using their experience and pertinent resources to help in this task.

Although many of the domains, tasks, knowledge, and skills outlined by the *PMP Examination Content Outline* are also covered by the *PMBOK® Guide*, there are some that are unique to the *PMP Examination Content Outline*. Candidates studying for the examination will certainly want to include the current edition of the *PMBOK® Guide* as one of their references, and would be well advised to read other current titles on project management. An excellent source of these titles, utilized in PMP examination development, is found in the PMI member resource eReads and Reference.

DOMAINS, TASKS, AND KNOWLEDGE AND SKILL STATEMENTS

This section of the report contains the domains, tasks, and knowledge and skill statements as defined by the Role Delineation Study.

Each domain contains tasks that are measured through the PMP certification progress. In addition, the domain contains knowledge and skills, which are required to competently perform these tasks. There are also cross-cutting knowledge and skills, which are used in multiple domains and tasks.

- I. Initiating the Project**
- II. Planning the Project**
- III. Executing the Project**
- IV. Monitoring and Controlling the Project**
- V. Closing the Project**

IMPORTANT NOTE: THIS IS NOT THE FINALIZED VERSION OF THE PMP EXAMINATION CONTENT OUTLINE. THE PROPORTION OF QUESTIONS FROM EACH DOMAIN THAT WILL APPEAR ON THE EXAM HAS NOT YET BEEN DETERMINED. ADDITIONALLY, THE KNOWLEDGE AND SKILLS ASSOCIATED WITH THESE DOMAINS AND TASKS WILL BE FORTHCOMING. THIS INFORMATION WILL BE AVAILABLE NO LATER THAN 15 JUNE 2015.

PERFORMANCE DOMAIN I: INITIATING THE PROJECT

Domain I	Initiating the Project
Task 1	Perform project assessment based upon available information, lessons learned from previous projects, and meetings with relevant stakeholders, in order to support the evaluation of the feasibility of new products or services within the given assumptions and/or constraints.
Task 2	Identify key deliverables based on the business requirements, in order to manage customer expectations and direct the achievement of project goals.
Task 3	Perform stakeholder analysis using appropriate tools and techniques, in order to align expectations and gain support for the project.
Task 4	Identify high level risks, assumptions, and constraints based on the current environment, organizational factors, historical data and expert judgment, in order to propose an implementation strategy.
Task 5	Participate in the development of the project charter by compiling and analyzing gathered information, in order to ensure project stakeholders are in agreement on its elements.
Task 6	Obtain project charter approval from the sponsor, in order to formalize the authority assigned to the project manager and gain commitment and acceptance for the project.
Task 7	Conduct benefit analysis with stakeholders (including sponsor, customer, subject matter experts), in order to validate project alignment with organizational strategy and expected business value.
Task 8	Inform stakeholders of the approved project charter, in order to ensure common understanding of the key deliverables, milestones, and their roles and responsibilities.

PERFORMANCE DOMAIN II: PLANNING THE PROJECT

Domain II	Planning the Project
Task 1	Review and assess detailed project requirements, constraints, and assumptions with stakeholders based on the project charter, lessons learned, and by using requirement gathering techniques, in order to establish detailed project deliverables.
Task 2	Develop a scope management plan, based on the approved project scope and using scope management techniques, in order to define, maintain, and manage the scope of the project.
Task 3	Develop the cost management plan based on the project scope, schedule, resources, approved project charter and other information, using estimating techniques, in order to manage project costs.
Task 4	Develop the project schedule based on the approved project deliverables and milestones, scope, and resource management plans, in order to manage timely completion of the project.
Task 5	Develop the human resource management plan by defining the roles and responsibilities of the project team members, in order to create a project organizational structure and provide guidance regarding how resources will be assigned and managed.
Task 6	Develop the communications management plan based on the project organization structure and stakeholder requirements, in order to define and manage the flow of project information.
Task 7	Develop the procurement management plan based on the project scope, budget, and schedule, in order to ensure that the required project resources will be available.
Task 8	Develop the quality management plan and define the quality standards for the project and its products, based on the project scope, risks, and requirements, in order to prevent the occurrence of defects and control the cost of quality.
Task 9	Develop the change management plan by defining how changes will be addressed and controlled, in order to track and manage change.
Task 10	Develop the risk management plan by identifying, analyzing, and prioritizing project risks, and defining risk response strategies, in order to manage uncertainty and opportunity throughout the project life cycle.

Task 11	Present the project management plan to the relevant stakeholders according to applicable policies and procedures, in order to obtain approval to proceed with project execution.
Task 12	Conduct kick-off meeting, communicating the start of the project, key milestones, and other relevant information, in order to inform and engage stakeholders and gain commitment.
Task 13	Develop the stakeholder management plan by analyzing needs, interests, and potential impact, in order to effectively manage stakeholders' expectations and engage them in project decisions.

PERFORMANCE DOMAIN III: EXECUTING THE PROJECT

Domain III	Executing the Project
Task 1	Acquire and manage project resources by following the human resource and procurement management plans, in order to meet project requirements.
Task 2	Manage task execution based on the project management plan by leading and developing the project team, in order to achieve project deliverables.
Task 3	Implement the quality management plan using the appropriate tools and techniques, in order to ensure that work is performed in accordance with required quality standards.
Task 4	Implement approved changes and corrective actions by following the change management plan, in order to meet project requirements.
Task 5	Implement approved actions by following the risk management plan, in order to minimize the impact of the risks and take advantage of opportunities on the project.
Task 6	Manage the flow of information by following the communications plan, in order to keep stakeholders engaged and informed.
Task 7	Maintain stakeholder relationships by following the stakeholder management plan, in order to receive continued support and manage expectations.

PERFORMANCE DOMAIN IV: MONITORING AND CONTROLLING THE PROJECT

Domain IV	Monitoring and Controlling the Project
Task 1	Measure project performance using appropriate tools and techniques, in order to identify and quantify any variances and corrective actions.
Task 2	Manage changes to the project by following the change management plan, in order to ensure that project goals remain aligned with business needs.
Task 3	Verify that project deliverables conform to the quality standards established in the quality management plan by using appropriate tools and techniques, in order to meet project requirements and business needs.
Task 4	Monitor and assess risk by determining whether exposure has changed and evaluating the effectiveness of response strategies, in order to manage the impact of risks and opportunities on the project.
Task 5	Review the issue log, and update if necessary, and determine corrective actions by using appropriate tools and techniques, in order to minimize the impact on the project.
Task 6	Capture, analyze, and manage lessons learned using lessons learned management techniques, in order to enable continuous improvement.
Task 7	Monitor procurement activities according to the procurement plan, in order to verify compliance with project objectives.

PERFORMANCE DOMAIN V: CLOSING THE PROJECT

Domain V	Closing the Project
Task 1	Obtain final acceptance of the project deliverables from relevant stakeholders, in order to confirm that project scope and deliverables were achieved.
Task 2	Transfer the ownership of deliverables to the assigned stakeholders in accordance with the project plan, in order to facilitate project closure.
Task 3	Obtain financial, legal, and administrative closure using generally accepted practices and policies, in order to communicate formal project closure and ensure transfer of liability.
Task 4	Prepare and share the final project report according to the communications management plan, in order to document and convey project performance and assist in project evaluation.
Task 5	Collate lessons learned that were documented throughout the project and conduct a comprehensive project review, in order to update the organization's knowledge base.
Task 6	Archive project documents and materials using generally accepted practices, in order to comply with statutory requirements and for potential use in future projects and audits.
Task 7	Obtain feedback from relevant stakeholders, using appropriate tools and techniques and based on the stakeholder management plan, in order to evaluate their satisfaction.



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