

# PMI-PMP EXAM CONTENT OUTLINE

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A PARADIGM SHIFT

EFFECTIVE 02/01/2021

THE 5 DOMAINS : INITIATING,  
PLANNING, EXEC, M&C &  
CLOSING ,WHICH INDUCE A  
LIFECYCLE APPROACH ARE  
REPLACED WITH 3 DOMAINS :  
PEOPLE, PROCESS & BUSINESS

**THE LIFECYCLE  
APPROACH IS NO  
LONGER VALID !!!**

# THE NEW DOMAINS : PEOPLE-PROCESS-BUSINESS

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Are not time specific !



Have an iterative  
approach !



Are set within ongoing  
tasks for the PM !

# THE NEW PROTOCOLE : DOMAINS, TASKS, AND ENABLERS

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**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.

# DOMAIN PEOPLE

Skills & activities needed to effectively lead a team

14 TASKS (1-3)

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## **Task 1 Manage conflict**

- ✓ Interpret the source and stage of the conflict
- ✓ Analyze the context for the conflict
- ✓ Evaluate/recommend/reconcile the appropriate conflict resolution solution

## **Task 2 Lead a team**

- ✓ Set a clear vision and mission
- ✓ Support diversity and inclusion (e.g., behavior types, thought process)
- ✓ Value servant leadership (e.g., relate the tenets of servant leadership to the team)
- ✓ Determine an appropriate leadership style (e.g., directive, collaborative)
- ✓ Inspire, motivate, and influence team members/stakeholders (e.g., team contract, social contract, reward system)
- ✓ Analyze team members and stakeholders' influence
- ✓ Distinguish various options to lead various team members and stakeholders

## **Task 3 Support team performance**

- ✓ Appraise team member performance against key performance indicators
- ✓ Support and recognize team member growth and development
- ✓ Determine appropriate feedback approach
- ✓ Verify performance improvements

# DOMAIN PEOPLE

Skills & activities needed to effectively lead a team

14 TASKS (4-6)

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## **Task 4 Empower team members and stakeholders**

- ✓ Organize around team strengths
- ✓ Support team task accountability
- ✓ Evaluate demonstration of task accountability
- ✓ Determine and bestow level(s) of decision-making authority

## **Task 5 Ensure team members/stakeholders are adequately trained**

- ✓ Determine required competencies and elements of training
- ✓ Determine training options based on training needs
- ✓ Allocate resources for training
- ✓ Measure training outcomes

## **Task 6 Build a team**

- ✓ Appraise stakeholder skills
- ✓ Deduce project resource requirements
- ✓ Continuously assess and refresh team skills to meet project needs
- ✓ Maintain team and knowledge transfer

# DOMAIN PEOPLE

Skills & activities needed to effectively lead a team

14 TASKS (7-9)

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## **Task 7 Address and remove impediments, obstacles, and blockers for the team**

- ✓ Determine critical impediments, obstacles, and blockers for the team
- ✓ Prioritize critical impediments, obstacles, and blockers for the team
- ✓ Use network to implement solutions to remove impediments, obstacles, and blockers for the team
- ✓ Re-assess continually to ensure impediments, obstacles, and blockers for the team are being addressed

## **Task 8 Negotiate project agreements**

- ✓ Analyze the bounds of the negotiations for agreement
- ✓ Assess priorities and determine ultimate objective(s)
- ✓ Verify objective(s) of the project agreement is met
- ✓ Participate in agreement negotiations
- ✓ Determine a negotiation strategy

## **Task 9 Collaborate with stakeholders**

- ✓ Evaluate engagement needs for stakeholders
- ✓ Optimize alignment between stakeholder needs, expectations, and project objectives
- ✓ Build trust and influence stakeholders to accomplish project objectives

# DOMAIN PEOPLE

Skills & activities needed to effectively lead a team

14 TASKS (10-12)

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## **Task 10 Build shared understanding**

- ✓ Break down situation to identify the root cause of a misunderstanding
- ✓ Survey all necessary parties to reach consensus
- ✓ Support outcome of parties' agreement
- ✓ Investigate potential misunderstandings

## **Task 11 Engage and support virtual teams**

- ✓ Examine virtual team member needs (e.g., environment, geography, culture, global, etc.)
- ✓ Investigate alternatives (e.g., communication tools, colocation) for virtual team member engagement
- ✓ Implement options for virtual team member engagement
- ✓ Continually evaluate effectiveness of virtual team member engagement

## **Task 12 Define team ground rules**

- ✓ Communicate organizational principles with team and external stakeholders
- ✓ Establish an environment that fosters adherence to the ground rules
- ✓ Manage and rectify ground rule violations



# DOMAIN PEOPLE

Skills & activities needed to effectively lead a team  
14 TASKS (7-9)

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## **Task 13 Mentor relevant stakeholders**

- ✓ Allocate the time to mentoring
- ✓ Recognize and act on mentoring opportunities

## **Task 14 Promote team performance through the application of emotional intelligence**

- ✓ Assess behavior through the use of personality indicators
- ✓ Analyze personality indicators and adjust to the emotional needs of key project stakeholders

# DOMAIN PROCESS

Skills & activities on process PMBoK V6/7, appropriate development approach, governance, compliance and business value 17 TASKS (1-3)

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## **Task 1 Execute project with the urgency required to deliver business value**

- ✓ Assess opportunities to deliver value incrementally
- ✓ Examine the business value throughout the project
- ✓ Support the team to subdivide project tasks as necessary to find the minimum viable product

## **Task 2 Manage communications**

- ✓ Analyze communication needs of all stakeholders
- ✓ Determine communication methods, channels, frequency, and level of detail for all stakeholders
- ✓ Communicate project information and updates effectively
- ✓ Confirm communication is understood and feedback is received

## **Task 3 Assess and manage risks**

- ✓ Determine risk management options
- ✓ Iteratively assess and prioritize risks

# DOMAIN PROCESS

Skills & activities on process PMBoK V6/7, appropriate development approach, governance, compliance and business value 17 TASKS (4-5)

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## **Task 4 Engage stakeholders**

- ✓ Analyze stakeholders (e.g., power interest grid, influence, impact)
- ✓ Categorize stakeholders
- ✓ Engage stakeholders by category
- ✓ Develop, execute, and validate a strategy for stakeholder engagement

## **Task 5 Plan and manage budget and resources**

- ✓ Estimate budgetary needs based on the scope of the project and lessons learned from past projects
- ✓ Anticipate future budget challenges
- ✓ Monitor budget variations and work with governance process to adjust as necessary
- ✓ Plan and manage resources

# DOMAIN PROCESS

Skills & activities on process PMBoK V6/7, appropriate development approach, governance, compliance and business value 17 TASKS (6-8)

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## **Task 6 Plan and manage schedule**

- ✓ Estimate project tasks (milestones, dependencies, story points)
- ✓ Utilize benchmarks and historical data
- ✓ Prepare schedule based on methodology
- ✓ Measure ongoing progress based on methodology
- ✓ Modify schedule, as needed, based on methodology
- ✓ Coordinate with other projects and other operations

## **Task 7 Plan and manage quality of products/deliverables**

- ✓ Determine quality standard required for project deliverables
- ✓ Recommend options for improvement based on quality gaps
- ✓ Continually survey project deliverable quality

## **Task 8 Plan and manage scope**

- ✓ Determine and prioritize requirements
- ✓ Break down scope (e.g., WBS, backlog)
- ✓ Monitor and validate scope

# DOMAIN PROCESS

Skills & activities on process PMBoK V6/7, appropriate development approach, governance, compliance and business value 17 TASKS (9-11)

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## **Task 9 Integrate project planning activities**

- ✓ Consolidate the project/phase plans
- ✓ Assess consolidated project plans for dependencies, gaps, and continued business value
- ✓ Analyze the data collected
- ✓ Collect and analyze data to make informed project decisions
- ✓ Determine critical information requirements

## **Task 10 Manage project changes**

- ✓ Anticipate and embrace the need for change (e.g., follow change management practices)
- ✓ Determine strategy to handle change
- ✓ Execute change management strategy according to the methodology
- ✓ Determine a change response to move the project forward

## **Task 11 Plan and manage procurement**

- ✓ Define resource requirements and needs
- ✓ Communicate resource requirements
- ✓ Manage suppliers/contracts
- ✓ Plan and manage procurement strategy
- ✓ Develop a delivery solution

# DOMAIN PROCESS

Skills & activities on process PMBoK V6/7, appropriate development approach, governance, compliance and business value 17 TASKS (12-14)

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## **Task 12 Manage project artifacts**

- ✓ Determine the requirements (what, when, where, who, etc.) for managing the project artifacts
- ✓ Validate that the project information is kept up to date (i.e., version control) and accessible to all stakeholders
- ✓ Continually assess the effectiveness of the management of the project artifacts

## **Task 13 Determine appropriate project methodology/methods and practices**

- ✓ Assess project needs, complexity, and magnitude
- ✓ Recommend project execution strategy (e.g., contracting, finance)
- ✓ Recommend a project methodology/approach (i.e., predictive, agile, hybrid)
- ✓ Use iterative, incremental practices throughout the project life cycle (e.g., lessons learned, stakeholder engagement, risk)

## **Task 14 Establish project governance structure**

- ✓ Determine appropriate governance for a project (e.g., replicate organizational governance)
- ✓ Define escalation paths and thresholds

# DOMAIN PROCESS

Skills & activities on process PMBoK V6/7, appropriate development approach, governance, compliance and business value 17 TASKS (15-17)

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## **Task 15 Manage project issues**

- ✓ Recognize when a risk becomes an issue
- ✓ Attack the issue with the optimal action to achieve project success
- ✓ Collaborate with relevant stakeholders on the approach to resolve the issues

## **Task 16 Ensure knowledge transfer for project continuity**

- ✓ Discuss project responsibilities within team
- ✓ Outline expectations for working environment
- ✓ Confirm approach for knowledge transfers

## **Task 17 Plan and manage project/phase closure or transitions**

- ✓ Determine criteria to successfully close the project or phase
- ✓ Validate readiness for transition (e.g., to operations team or next phase)
- ✓ Conclude activities to close out project or phase (e.g., final lessons learned, retrospective, procurement, financials, resources)

# DOMAIN BUSINESS

STRATEGIC COMPLIANCE, BENEFITS MANAGEMENT, EXTERIOR BUSINESS MONITORING, ORGANIZATIONAL CHANGE MANAGEMENT

## 4 TASKS (1-2)

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### **Task 1 Plan and manage project compliance**

- ✓ Confirm project compliance requirements (e.g., security, health and safety, regulatory compliance)
- ✓ Classify compliance categories
- ✓ Determine potential threats to compliance
- ✓ Use methods to support compliance
- ✓ Analyze the consequences of noncompliance
- ✓ Determine necessary approach and action to address compliance needs (e.g., risk, legal)
- ✓ Measure the extent to which the project is in compliance

### **Task 2 Evaluate and deliver project benefits and value**

- ✓ Investigate that benefits are identified
- ✓ Document agreement on ownership for ongoing benefit realization
- ✓ Verify measurement system is in place to track benefits
- ✓ Evaluate delivery options to demonstrate value
- ✓ Appraise stakeholders of value gain progress



# DOMAIN BUSINESS

STRATEGIC COMPLIANCE, BENEFITS MANAGEMENT, EXTERIOR BUSINESS MONITORING, ORGANIZATIONAL CHANGE MANAGEMENT

## 4 TASKS (3-4)

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### **Task 3 Evaluate and address external business environment changes for impact on scope**

- ✓ Survey changes to external business environment (e.g., regulations, technology, geopolitical, market)
- ✓ Assess and prioritize impact on project scope/backlog based on changes in external business environment
- ✓ Recommend options for scope/backlog changes (e.g., schedule, cost changes)
- ✓ Continually review external business environment for impacts on project scope/backlog

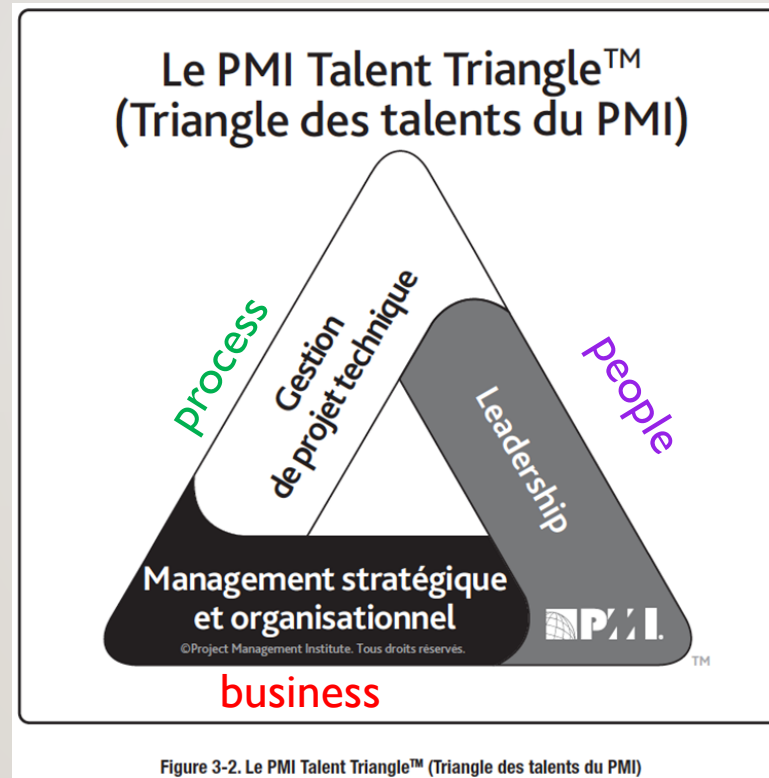
### **Task 4 Support organizational change**

- ✓ Assess organizational culture
- ✓ Evaluate impact of organizational change to project and determine required actions
- ✓ Evaluate impact of the project to the organization and determine required actions

# PMP-EXAM BASICS

## THE PM TALENT TRIANGLE !!!

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The implication of the PMP exam moved from Tactical to Strategic.

In your study, you have to cross reference using the inventory of the 35 tasks on the PMBoK© guide and most certainly the AGILE Extension (1st chapters are essential !)

# PMP-EXAM MC/QCM DISTRIBUTIONS

## 175 SCORED QUESTIONS

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PEOPLE 42% (+/-74) :

- 21% PREDICTIVE
- 10% AGILE
- 11% HYBRID

PROCESS 50% (+/-87):

- 25% PREDICTIVE
- 11% AGILE
- 14% HYBRID

BUSINESS 8% (+/-14)

- 4% PREDICTIVE
- 2% AGILE
- 2% HYBRID

# THANKS FOR ATTENDING

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