2026 PMP EXAM CHEAT SHEET

Domain	Weight	Questions	Tasks	Focus Areas
People	33%	~56	P1–P8	Leadership, teams, stakeholders, conflict, virtual teams
Process	41%	~70	PR1–PR10	Planning, delivery, quality, risk, procurement, change
Business Env.	26%	~44	BE1–BE8	Benefits, compliance, strategy, sustainability, change mgmt

Exam Format: 180 questions (170 scored + 10 pretest) | 230 minutes | ~60% agile/hybrid, ~40% predictive

12 PROJECT MANAGEMENT PRINCIPLES (PMBOK 8th Ed.)

Stewardship	Team	Stakeholders	Value
Systems Thinking	Leadership	Tailoring	Quality
Complexity	Risk	Adaptability	Change

8 PERFORMANCE DOMAINS

Stakeholders	Team	Dev. Approach & Life Cycle	Planning
Project Work	Delivery	Measurement	Uncertainty

EARNED VALUE MANAGEMENT (EVM) FORMULAS

Formula	Calculation	Good	Bad
Cost Variance (CV)	EV – AC	Positive (under budget)	Negative (over budget)
Schedule Variance (SV)	EV – PV	Positive (ahead)	Negative (behind)
Cost Perf. Index (CPI)	EV / AC	> 1	< 1
Schedule Perf. Index (SPI)	EV / PV	> 1	< 1
Estimate at Completion (EAC)	BAC / CPI	Lower than BAC	Higher than BAC
Estimate to Complete (ETC)	EAC – AC	—	—
Variance at Completion (VAC)	BAC – EAC	Positive	Negative
TCPI	(BAC – EV) / (BAC – AC)	< 1 (easy)	> 1 (hard)

OTHER KEY FORMULAS

Formula	Calculation	Notes
PERT Estimate	(O + 4M + P) / 6	Weighted three-point estimate
Standard Deviation	(P – O) / 6	Measure of uncertainty

Communication Channels	$n(n-1)/2$	n = number of stakeholders
Float / Slack	LS – ES or LF – EF	Schedule flexibility
EMV	Probability × Impact	Expected Monetary Value for risk
PTA (FPIF)	((Ceiling – Target Price) / Buyer Share) + Target Cost	Point of Total Assumption
ROI	(Gain – Cost) / Cost	Return on Investment (higher = better)
BCR	Benefits / Costs	Benefit-Cost Ratio (>1.0 = go)
NPV	$\sum [\text{Cash Flow} / (1+r)^{\blacksquare}]$	Net Present Value (higher = better)
COQ	Prevention + Appraisal + Failure	Cost of Quality (conformance + non-conformance)

RISK RESPONSE STRATEGIES

	Threats (Negative)	Opportunities (Positive)
Eliminate	Avoid — eliminate the threat	Exploit — ensure it happens
Transfer	Transfer — shift to 3rd party	Share — allocate to best-able party
Reduce/Increase	Mitigate — reduce probability/impact	Enhance — increase probability/impact
Do Nothing	Accept — acknowledge the risk	Accept — take advantage if it occurs
Outside Scope	Escalate — outside project scope	Escalate — outside project scope

AGILE / HYBRID KEY CONCEPTS

Concept	Description
Servant Leadership	PM supports the team, removes impediments, facilitates — doesn't command
Sprint / Iteration	Timeboxed cycle (1–4 weeks). Plan → Execute → Review → Retrospect
Product Backlog	Prioritized list of work owned by Product Owner. Refined continuously
Daily Standup	15-min sync: what I did, what I'll do, blockers. Not a status report
Retrospective	Team reflects on process improvements. Happens every sprint
Definition of Done	Shared checklist for "complete." Agreed by team, not imposed
Velocity	Average story points per sprint. Used for planning, not performance eval
Kanban	Visual flow management. WIP limits, pull-based, continuous delivery
Hybrid Approach	Mix of predictive + agile. Most real projects. Tailor to context
Empirical Process	Transparency → Inspection → Adaptation. Foundation of Scrum

EXAM DAY QUICK TIPS

- Think 'PMI mindset' — choose the by-the-book answer, not what you'd do in real life
- Read keywords carefully: FIRST, NEXT, BEST, MOST, LEAST change the correct answer
- Eliminate wrong answers first — usually 2 are clearly wrong, choose between remaining 2
- ~76 seconds per question — mark difficult ones and come back
- All changes go through formal change control (even 'small' ones on the exam)
- When in doubt: communicate with stakeholders, follow the process, lead as a servant
- Hybrid is the default mindset — ask 'which approach fits THIS situation?'
- Business Environment is 26% — don't skip it. Know benefits realization and org change