

2026 PMP® Exam Content Outline (ECO)

Effective July 9, 2026 · The official blueprint for exactly what the PMP exam tests

180 questions

170 scored + 10 unscored pretest (you can't tell which)

240 minutes

two optional 10-minute breaks

3 domains

People, Process, Business Environment

~60 / 40

agile & hybrid vs predictive, woven across every domain

The Three Domains at a Glance

Domain	Weight	~Scored Qs (of 170)	Tasks
People	33%	~56	8 (P1–P8)
Process	41%	~70	10 (PR1–PR10)
Business Environment	26%	~44	8 (BE1–BE8)

Business Environment saw the biggest jump in 2026, up from 8% to 26%. It tests *why* projects exist, not just how to run them.

The 26 Tasks, by Domain

Domain 1 — People 33%

- P1** Manage conflict
- P2** Lead a team
- P3** Support team performance
- P4** Empower team members and stakeholders
- P5** Ensure team members and stakeholders are adequately trained
- P6** Build a team
- P7** Address and remove impediments, obstacles, and blockers
- P8** Negotiate project agreements

Study focus: servant leadership, emotional intelligence, conflict-resolution styles, motivation theories (Maslow, Herzberg, McGregor), team development (Tuckman), stakeholder engagement.

Domain 2 — Process 41%

- PR1** Execute project with urgency to deliver business value
- PR2** Manage communications
- PR3** Assess and manage risks
- PR4** Engage stakeholders
- PR5** Plan and manage budget and resources
- PR6** Plan and manage schedule
- PR7** Plan and manage quality of products and deliverables
- PR8** Plan and manage scope
- PR9** Integrate project planning activities
- PR10** Manage project changes

Study focus: EVM formulas, PERT estimates, risk response strategies, agile ceremonies, Kanban flow, change management, quality tools, the communication-channels formula.

Domain 3 — Business Environment 26%

- BE1** Plan and manage project compliance
- BE2** Evaluate and deliver project benefits and value
- BE3** Evaluate and address external business environment changes
- BE4** Support organizational change
- BE5** Plan and manage project/phase closure
- BE6** Evaluate and apply sustainability practices
- BE7** Leverage AI and emerging technologies in projects
- BE8** Ensure governance alignment with organizational objectives

Study focus: benefits management, business cases, compliance frameworks, org-change models (ADKAR, Kotter), sustainability, AI in PM, governance and strategic alignment.

How to Allocate Your Study Time

Domain	Weight	Suggested study time
People	33%	~30–35% (most experienced PMs are naturally strong here)

Process	41%	~35–40% (most technical, most formulas)
Business Environment	26%	~25–35% (increase if new to strategy and compliance)

Adjust with your practice data: if your Business Environment accuracy lags People, shift time there regardless of the weights. Balanced performance across all three domains is what passes.

Practice all three domains, 2026-native. Start free at app.pmmastery.app
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