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PMI EXAM CONTENT OUTLINE · COMPARISON GUIDE

The Complete Comparison Guide

Comparing the July 2026 PMP® Exam Content Outline with the retired January 2021 version -- domain weights, task-by-task lineage, exam format, eligibility, and how the PMBOK® Guide 8th Edition fits in.

PMBOK® 8th Edition

Agile & Hybrid Delivery

Predictive Approaches

For Project Managers & PMP Candidates



PMI Authorized Trainer

PMP® | CAPM® | PMI-RMP®

BUSINESS
ENVIRONMENT WEIGHT,
UP FROM 8%

TASKS IN THE
CURRENT ECO, DOWN
FROM 35

OF THE EXAM NOW
AGILE / HYBRID
CONTENT

Solus Informatics · PMI Authorized Training Partner · Learn. Apply. Lead with Confidence.

Sourced from PMI's official Examination Content Outline documents (January 2021 and July 2026) and pmi.org. Facts not explicitly published by PMI are labeled Analysis.

Solus Informatics is a PMI Authorized Training Partner dedicated to helping project professionals build globally recognized credentials and apply them with confidence on the job -- not just on exam day. Programs are built around PMI's current standards and refreshed every time PMI updates them, so learners are never studying against a retired outline.

As a PMI ATP, Solus Informatics delivers instructor-led PMP, CAPM, and PMI-RMP preparation for individuals and corporate teams, with a consistent philosophy: learn the framework, apply it to real project scenarios, and lead with genuine understanding. Our learner base spans working project managers, PMO leads, and career changers across India and internationally, drawn to a training approach that treats certification as the beginning of a stronger practice, not the end goal in itself.

About the Trainer

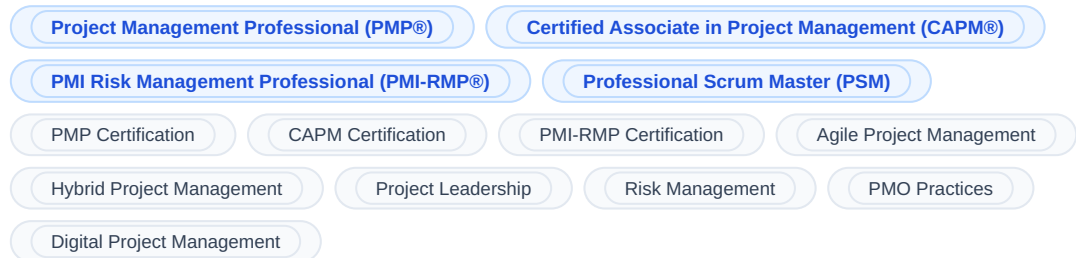


Farooq Quraishi

PMI Authorized Trainer

Farooq Quraishi is a PMI Authorized Trainer who has guided working professionals through PMP, CAPM, and PMI-RMP preparation with a teaching style built on real project scenarios, not rote memorization. His approach centers on helping candidates understand *why* PMI tests a given task, not just what the task says -- the difference between passing an exam and being able to apply the material on a live project the following week.

With expertise spanning agile, hybrid, and predictive delivery, PMO advisory, and risk management, Farooq Quraishi brings cross-industry examples into every session and stays personally reachable throughout each candidate's preparation window.



"A certification proves you know the framework. What I care about is whether you can walk onto a project on Monday morning and actually lead with it. That's what we build toward in every session."

Farooq Quraishi, PMI Authorized Trainer

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SECTION 01

Executive Summary

PMI updated the PMP® Examination Content Outline effective July 2026, replacing the version that had been in place since January 2021. This is the most significant structural change to the PMP exam since the 2021 shift from five process groups to three domains. Below is the one-page version -- the rest of this guide unpacks each point in detail.

What changed

- ✓ Domain weights rebalanced: People 42% → 33%, Process 50% → 41%, Business Environment 8% → 26%
- ✓ Task count consolidated from 35 tasks to 26 tasks
- ✓ Predictive vs. agile/hybrid split moved from ~50/50 to ~40/60
- ✓ Pretest questions increased from 5 to 10 (total remains 180); exam time extended from 230 to 240 minutes
- ✓ New case/scenario and graphic-based question formats introduced
- ✓ Eligibility experience look-back window extended from 8 to 10 years, with a new EQF/ISCED-mapped tier structure

Why it changed

PMI commissioned a new Job Task Analysis (JTA) with Alpine Testing Solutions -- the same firm behind the 2021 update -- surveying practicing project managers, PMO leaders, and hiring managers. Artificial intelligence and sustainability were named as emerging trends fed into that analysis, alongside a broader push to frame project success around business value and outcomes rather than schedule/budget/scope alone.

Who is affected

Anyone who registered and will sit the exam on or after PMI's July 2026 cutover is tested against the current ECO. Training providers, ATPs, and corporate PMO academies need to re-map curricula, especially for Business Environment, which nearly tripled in weight. Already-certified PMPs are not required to retest, but the CCR renewal cycle (60 PDUs / 3 years) is unaffected.

Who should read this guide

PMP candidates deciding whether to sit under the old or current outline, instructors rebuilding course content, PMO leaders benchmarking internal training against PMI's current standard, and anyone building practice questions or mock exams who needs the domain and task structure to be accurate.

VERIFIED VS. ANALYSIS

Every fact in this guide traces to PMI's published ECO documents or pmi.org. Where this guide draws an inference PMI has not explicitly published -- such as which old task a new task descends from -- it is labeled **Analysis** so you can tell the difference at a glance.

EXPERT INSIGHT

"Candidates who treat this update as 'a few new tasks' miss the point. PMI rebuilt the weighting logic itself — your prep plan needs to be rebuilt with it, not patched."



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SECTION 02

Timeline: How We Got Here

The PMP exam and its underlying standards move on separate but related clocks -- the ECO drives what's tested, the PMBOK Guide is one of several references. Here's how both threads converged on the July 2026 update.

- **2008**
PMBOK Guide 4th Edition. Process-based structure with five process groups and knowledge areas becomes the exam's backbone for over a decade.
- **2017**
PMBOK Guide 6th Edition published. Still process/knowledge-area based; 49 processes across 10 knowledge areas.
- **June 2019**
PMI announces a restructured PMP Examination Content Outline, moving from five process-group domains to three: People, Process, and Business Environment.
- **Jan 2021**
The 2021 ECO takes effect: People 42%, Process 50%, Business Environment 8%, across 35 tasks. Roughly half the exam reflects agile/hybrid approaches.
- **Aug 2021**
PMBOK Guide 7th Edition published -- a break from process groups toward 12 principles and 8 performance domains.
- **Nov 2025**
PMBOK Guide 8th Edition published: 6 core principles, 7 performance domains, 5 non-prescriptive focus areas, expanded AI/PMO/procurement coverage.

- **Nov 2025**

PMI unveils the new PMP Examination Content Outline at its Global Summit in Phoenix, developed via a fresh Job Task Analysis with Alpine Testing Solutions.

- **July 2026**

The current ECO takes effect: People 33%, Process 41%, Business Environment 26%, across 26 tasks. Predictive/agile-hybrid split shifts to roughly 40/60.

PMI PERSPECTIVE

PMI updates the ECO roughly every four to five years following a fresh Job Task Analysis. The 2021 and 2026 updates were both built by Alpine Testing Solutions, PMI's retained psychometric and test-development partner.

SECTION 03

Why PMI Updated the ECO

PMI's introduction to the July 2026 ECO explains the update in its own words: a new Job Task Analysis (JTA), run with Alpine Testing Solutions, incorporated emerging trends the 2021 outline had not addressed.

What PMI states directly

The JTA was run to validate that the exam continues to measure the most critical, frequently performed elements of the project management profession. PMI names artificial intelligence (AI) and sustainability as trends used as inputs to that analysis. The outline also leans on PMI's own thought-leadership research into what "project success" means -- moving past schedule/budget/scope alone toward stakeholder value and outcomes actually delivered.

Analysis: reading between the lines

The domain reweighting tells its own story. Business Environment nearly tripling in weight (8% → 26%) signals PMI now expects certified project managers to operate as business-literate leaders, not just execution specialists -- fluent in governance, compliance, risk, and organizational change, not only scope and schedule.

Six forces behind the update (Analysis)

1. Business value over mechanics. The People and Process domains both lost weight to Business Environment, consistent with PMI's stated shift toward outcomes and business impact.

2. Agile and hybrid maturity. The predictive/agile-hybrid split moved further toward adaptive approaches (40/60 vs. the prior ~50/50), reflecting how common hybrid delivery has become in practice.

3. Sustainability as a compliance and risk topic. Sustainability is explicitly named inside several Business Environment and Process enablers -- not treated as a bolt-on module.

4. AI as a contextual trend. PMI names AI in the ECO's introduction as a JTA input, though it is notably absent from the specific task/enabler wording itself (see Section 10).

5. **Consolidation for clarity.** Cutting 35 tasks to 26 removes overlapping or granular tasks (e.g., several People tasks merged into "Lead the project team") in favor of broader, scenario-testable responsibilities.
6. **Wider talent pipeline.** The eligibility rework -- a longer 10-year experience window and EQF/ISCED-mapped education tiers -- opens the credential to a broader global and apprenticeship-based candidate pool.

EXPERT INSIGHT

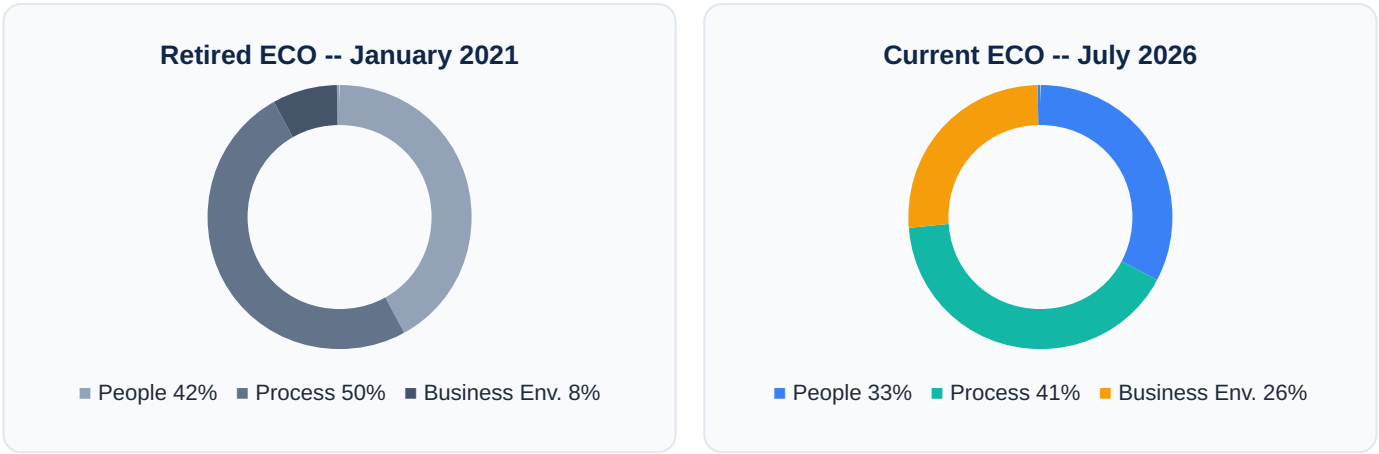
"Every ECO refresh I've taught through has one thing in common: PMI is codifying what strong PMs already do instinctively. Business Environment moving to 26% simply catches the exam up to the job."



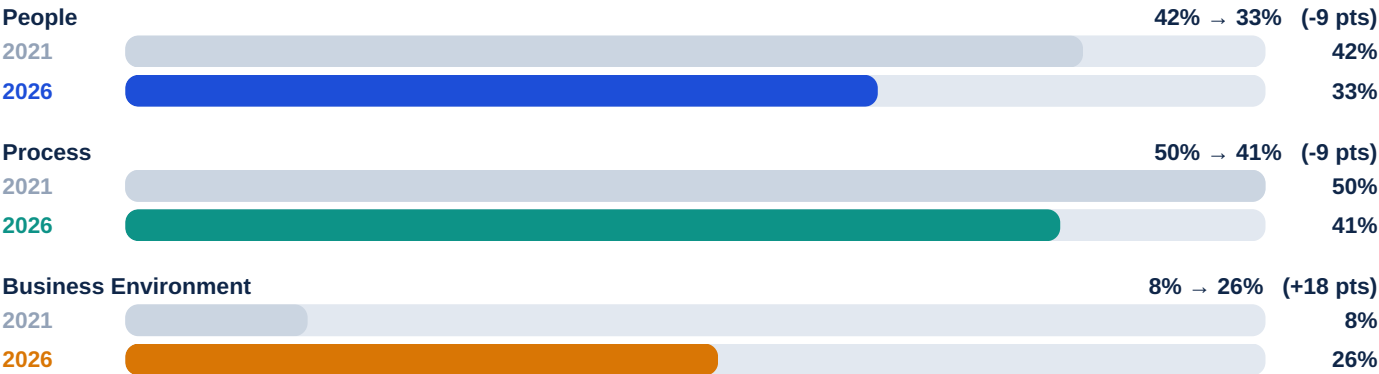
SECTION 04

Domain Weighting: Complete Comparison

Every PMP exam question is drawn from one of three domains. Here is the exact shift PMI published, side by side.



Weight shift, bar by bar



Task-count consolidation

DOMAIN	TASKS -- 2021	TASKS -- 2026	CHANGE
People	14	8	-6
Process	17	10	-7
Business Environment	4	8	+4
Total	35	26	-9 NET

EXAM TIP

Business Environment going from the smallest domain (8%, 4 tasks) to nearly a third of the exam (26%, 8 tasks) is the single biggest change in this update. Candidates who studied under the old outline and treated this domain as an afterthought need to rebuild that section of their prep from scratch, not just skim it.

SECTION 05

People Domain -- Task-by-Task Comparison

The People domain still covers leading and building teams, but several narrowly-scoped 2021 tasks (training, virtual teams, emotional intelligence, ground rules) have been folded into broader leadership and stakeholder tasks.

RETIRED -- JANUARY 2021 (14 TASKS)		
#	TASK	WHAT IT COVERS (PARAPHRASED FROM PMI'S ENABLERS)
1	Manage conflict	Read the source and stage of a conflict, work through the context, and steer the team toward an agreed resolution.
2	Lead a team	Set vision and direction, practice servant leadership, choose a leadership style, and motivate the people involved.
3	Support team performance	Assess performance against KPIs, give feedback, and confirm improvement.
4	Empower team members and stakeholders	Organize around strengths, delegate decision rights, and hold the team accountable.

5	Ensure team members/ stakeholders are adequately trained	Identify competency gaps, arrange training, and measure the outcome.
6	Build a team	Assess resource needs and skills, and keep the team's capability aligned to the project.
7	Address and remove impediments, obstacles, and blockers	Find, prioritize, and clear whatever is slowing the team down.
8	Negotiate project agreements	Work through the bounds of a negotiation and land on agreement terms.
9	Collaborate with stakeholders	Align stakeholder needs and expectations with project objectives; build trust and influence.
10	Build shared understanding	Trace disagreements to a root cause and help parties reach consensus.
11	Engage and support virtual teams	Address the needs of distributed team members and keep them engaged.
12	Define team ground rules	Set and enforce norms of behavior for the team and its stakeholders.
13	Mentor relevant stakeholders	Look for and act on opportunities to mentor others.
14	Promote team performance through emotional intelligence	Read team members' emotional needs and adjust your approach accordingly.

CURRENT -- JULY 2026 (8 TASKS)

#	TASK	WHAT IT COVERS (PARAPHRASED FROM PMI'S ENABLERS)
1	Develop a common vision	Build and keep alive a shared vision with key stakeholders, and diagnose situations where that vision has broken down.
2	Manage conflicts	Identify sources of conflict, work an agreed resolution strategy, and maintain ground rules with the team and external stakeholders.
3	Lead the project team	Set expectations, empower the team, solve problems, and adapt your leadership style to the team's mix of experience.
4	Engage stakeholders	Identify and analyze stakeholders, tailor communication to their needs, and build trust to bring them along.
5	Align stakeholder expectations	Categorize stakeholders, surface their expectations, and use mentoring to bring divergent views into alignment.
6	Manage stakeholder expectations	Track internal and external customer expectations against outcomes and respond when they drift.
7	Help ensure knowledge transfer	Identify what knowledge is critical to the project, gather it, and create the conditions for it to move.
8	Plan and manage communication	Define a communication strategy, keep reporting transparent, and support governance processes.

Analysis: where each current task comes from

Develop a common vision

New framing built out of Old Task 10 (Build shared understanding), elevated into a standalone strategic task.

Manage conflicts

Direct continuation of Old Task 1 (Manage conflict); wording tightened.

Lead the project team

Consolidates Old Task 2 (Lead a team), Task 3 (Support team performance), Task 4 (Empower team members), and the ground-rules enabler from Old Task 12.

Engage stakeholders

Merges Old Task 9 (Collaborate with stakeholders) with the old Process-domain Task 4 (Engage stakeholders), now reclassified into People.

Align stakeholder expectations

New granularity carved out of stakeholder work; absorbs the mentoring enabler from Old Task 13 (Mentor relevant stakeholders).

Manage stakeholder expectations

New task focused on monitoring satisfaction against expectations over time.

Help ensure knowledge transfer

Descendant of the old Process-domain Task 16 (Ensure knowledge transfer for project continuity), reclassified into People.

Plan and manage communication

Reclassified from the old Process-domain Task 2 (Manage communications) into the People domain.

Retired as standalone tasks

Support team performance -- folded into "Lead the project team"

Empower team members and stakeholders -- folded into "Lead the project team"

Ensure team members/stakeholders are adequately trained -- dropped as a standalone task; training references now sit inside broader enablers

Build a team -- folded into "Lead the project team"; knowledge-transfer enabler moved to "Help ensure knowledge transfer"

Address and remove impediments, obstacles, and blockers -- moved out of People entirely, now a Business Environment task

Negotiate project agreements -- negotiation enablers moved into the Process-domain "Plan and manage procurement" task

Engage and support virtual teams -- dropped as a standalone task

Define team ground rules -- folded into "Manage conflicts" and "Lead the project team"

Mentor relevant stakeholders -- folded into "Align stakeholder expectations"

Promote team performance through emotional intelligence -- dropped as a standalone task

NOTE

PMI does not publish an official crosswalk between old and new task numbers. The lineage mapping above is this guide's analysis, built by comparing enabler language across both documents -- treat it as a study aid, not an official PMI statement.

COMMON MISTAKE

Candidates studying old materials often look for a standalone "negotiate project agreements" task in People. Under the current outline, negotiation-related enablers sit inside the Process domain's "Plan and manage procurement" task instead.

MEMORY TRICK

Think "Vision → Conflict → Lead → Engage → Align → Manage → Transfer → Communicate" -- the eight current People tasks roughly follow the life cycle of building trust with a team and its stakeholders, start to finish.

TRAINER INSIGHT

In live batches, the stakeholder-task cluster (Engage / Align / Manage) is where most confusion shows up on quizzes. Drill these three back-to-back until the distinction is automatic.

EXPERT INSIGHT

"Consolidating fourteen People tasks into eight isn't PMI cutting content — it's PMI asking you to see leadership as one continuous arc, not a checklist of isolated skills."



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SECTION 06

Process Domain -- Task-by-Task Comparison

Process remains the largest domain, but four of its old tasks -- communications, risk, stakeholder engagement, and governance -- were reclassified into People or Business Environment, while finance was elevated into its own standalone task.

RETIRED -- JANUARY 2021 (17 TASKS)

#	TASK	WHAT IT COVERS (PARAPHRASED FROM PMI'S ENABLERS)
1	Execute project with urgency to deliver business value	Look for chances to deliver value incrementally and keep the team focused on the minimum viable product.
2	Manage communications	Analyze stakeholder communication needs and confirm messages are understood.
3	Assess and manage risks	Work through risk options and continually reprioritize.
4	Engage stakeholders	Analyze and categorize stakeholders, then execute an engagement strategy.

5	Plan and manage budget and resources	Estimate budget needs, watch for variance, and adjust resources through governance.
6	Plan and manage schedule	Estimate tasks, build a schedule against the chosen methodology, and adjust as needed.
7	Plan and manage quality of products/deliverables	Set the quality bar for deliverables and continually check against it.
8	Plan and manage scope	Prioritize requirements, break down scope, and validate it stays on track.
9	Integrate project planning activities	Consolidate plans, check for gaps and dependencies, and use data to decide.
10	Manage project changes	Anticipate change, choose a strategy for handling it, and execute per the methodology.
11	Plan and manage procurement	Define resource needs, manage suppliers and contracts, and shape the delivery solution.
12	Manage project artifacts	Decide what artifacts are needed, keep them current, and validate accessibility.
13	Determine appropriate project methodology/methods and practices	Assess project complexity and recommend predictive, agile, or hybrid approaches.
14	Establish project governance structure	Set up governance and define escalation paths and thresholds.
15	Manage project issues	Recognize when a risk becomes an issue and resolve it with stakeholders.
16	Ensure knowledge transfer for project continuity	Clarify responsibilities and confirm how knowledge will transfer.
17	Plan and manage project/phase closure or transitions	Set closure criteria, validate transition readiness, and close out the project or phase.

CURRENT -- JULY 2026 (10 TASKS)

#	TASK	WHAT IT COVERS (PARAPHRASED FROM PMI'S ENABLERS)
1	Develop an integrated project management plan and plan delivery	Assess complexity, recommend a development approach, and build and maintain one integrated plan, using data to steer decisions.
2	Develop and manage project scope	Define scope, get stakeholder agreement, and break it down.
3	Help ensure value-based delivery	Identify value components with stakeholders, prioritize by value, and verify a system exists to track benefits.
4	Plan and manage resources	Define and plan resource needs, then keep optimizing availability against demand.
5	Plan and manage procurement	Plan and execute procurement, select contract types, evaluate vendors, and negotiate agreements.

6	Plan and manage finance	Analyze financial needs, quantify contingency, track spend, and manage financial reserves.
7	Plan and optimize quality of products/deliverables	Gather quality requirements, manage cost of quality and sustainability, and drive continuous improvement.
8	Plan and manage schedule	Build a schedule fit to the chosen approach, baseline it, and analyze variance.
9	Evaluate project status	Develop metrics, keep artifacts current and accessible, and communicate status.
10	Manage project closure	Get stakeholder sign-off, validate transition readiness, and close out the project or phase.

Analysis: where each current task comes from

Develop an integrated project management plan and plan delivery

Merges Old Task 9 (Integrate project planning activities) with Old Task 13 (Determine appropriate project methodology).

Develop and manage project scope

Direct continuation of Old Task 8 (Plan and manage scope).

Help ensure value-based delivery

Evolves Old Task 1 (Execute project with urgency to deliver business value); absorbs the old Business Environment Task 2 (Evaluate and deliver project benefits and value), reclassified into Process.

Plan and manage resources

Continuation of the resourcing half of Old Task 5 (Plan and manage budget and resources); the budget half now sits under the new "Plan and manage finance" task.

Plan and manage procurement

Continuation of Old Task 11, now also carrying the negotiation enablers that used to sit under the old People-domain Task 8.

Plan and manage finance

Newly elevated to a full standalone task, split out of the budget component of Old Task 5.

Plan and optimize quality of products/deliverables

Continuation of Old Task 7, expanded with cost-of-quality and sustainability enablers.

Plan and manage schedule

Direct continuation of Old Task 6; largely unchanged.

Evaluate project status

Merges Old Task 12 (Manage project artifacts) with status-reporting enablers.

Manage project closure

Direct continuation of Old Task 17 (Plan and manage project/phase closure or transitions).

Retired as standalone tasks

Manage communications -- reclassified into the People domain ("Plan and manage communication")

Assess and manage risks -- reclassified into Business Environment ("Plan and manage risk"), and expanded

Engage stakeholders -- reclassified into the People domain

Manage project changes -- reclassified into Business Environment ("Manage and control changes")

Establish project governance structure -- reclassified into Business Environment ("Define and establish project governance")

Manage project issues -- reclassified into Business Environment ("Remove impediments and manage issues")

Ensure knowledge transfer for project continuity -- reclassified into the People domain

NOTE

PMI does not publish an official crosswalk between old and new task numbers. The lineage mapping above is this guide's analysis, built by comparing enabler language across both documents -- treat it as a study aid, not an official PMI statement.

EXAM TIP

"Plan and manage finance" is a genuinely new standalone task -- it did not exist as its own task in 2021 (budget lived inside "Plan and manage budget and resources"). Expect scenario questions on contingency reserves, spend tracking, and financial reporting that go beyond simple budget variance.

TRAINER INSIGHT

Run a mock cost-and-schedule variance calculation weekly through your prep window — it's the fastest way to keep the Process domain's quantitative tasks sharp.

EXPERT INSIGHT

"The new stand-alone finance task catches good candidates off guard every session. Know your reserves, your variance analysis, and your funding cycles cold — don't assume budget knowledge from the old outline still covers it."



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SECTION 07

Business Environment -- Task-by-Task Comparison

This domain more than doubled its task count and more than tripled its weight. Three of its eight current tasks (governance, change control, and issue/impediment management) were imported wholesale from the old People and Process domains -- this is where most of the "lost" People/Process weight actually went.

RETIRED -- JANUARY 2021 (4 TASKS)		
#	TASK	WHAT IT COVERS (PARAPHRASED FROM PMI'S ENABLERS)
1	Plan and manage project compliance	Confirm compliance requirements, classify categories, and measure the extent of compliance.
2	Evaluate and deliver project benefits and value	Confirm benefits are identified, agree ownership for realization, and track value delivered.

3	Evaluate and address external business environment changes for impact on scope	Survey the external environment and recommend scope or backlog changes in response.
4	Support organizational change	Assess culture and evaluate the two-way impact between the project and the organization.

CURRENT -- JULY 2026 (8 TASKS)

#	TASK	WHAT IT COVERS (PARAPHRASED FROM PMI'S ENABLERS)
1	Define and establish project governance	Set structure, rules, reporting, ethics, and policy using organizational process assets; define success metrics and escalation paths.
2	Plan and manage project compliance	Confirm compliance requirements (including sustainability), classify categories, and measure compliance.
3	Manage and control changes	Run the change control process and keep documentation current as changes land.
4	Remove impediments and manage issues	Evaluate and prioritize impediments, apply an intervention strategy, and recognize when a risk becomes an issue.
5	Plan and manage risk	Identify, analyze, monitor, and control risk; maintain a risk register and execute the risk management plan, including security and sustainability risk response.
6	Continuous improvement	Apply lessons learned and keep organizational process assets and improvement processes current.
7	Support organizational change	Assess organizational culture and evaluate the impact of change on the project.
8	Evaluate external business environment changes	Survey and continually review external shifts -- regulatory, technological, geopolitical, market -- for impact on scope or backlog.

Analysis: where each current task comes from

Define and establish project governance

Imported from the old Process-domain Task 14 (Establish project governance structure).

Plan and manage project compliance

Direct continuation of Old Task 1, now explicitly naming sustainability as a compliance driver.

Manage and control changes

Imported from the old Process-domain Task 10 (Manage project changes).

Remove impediments and manage issues

Merges the old People-domain Task 7 (Address and remove impediments) with the old Process-domain Task 15 (Manage project issues).

Plan and manage risk

Imported and substantially expanded from the old Process-domain Task 3 (Assess and manage risks); now a full task with a formal risk-register enabler.

Continuous improvement

New standalone task; consolidates lessons-learned and improvement enablers that used to be scattered across other tasks.

Support organizational change

Direct continuation of Old Task 4.

Evaluate external business environment changes

Continuation of Old Task 3 (Evaluate and address external business environment changes for impact on scope).

Retired as standalone tasks

Evaluate and deliver project benefits and value -- reclassified into Process ("Help ensure value-based delivery")

NOTE

PMI does not publish an official crosswalk between old and new task numbers. The lineage mapping above is this guide's analysis, built by comparing enabler language across both documents -- treat it as a study aid, not an official PMI statement.

PMI PERSPECTIVE

PMI's own compliance enabler now explicitly names sustainability alongside security and health-and-safety as a compliance driver, and the risk task explicitly calls out "managing sustainability risks" as an enabler -- sustainability is woven into Business Environment's core language, not bolted on as a side topic.

SECTION 08

New, Removed, and Reclassified Tasks

Not every task that "changed" is actually new. This section separates genuine additions from tasks that simply moved domain, and from tasks that were elevated in importance.

Genuinely new tasks NEW

- Develop a common vision (People)
- Align stakeholder expectations (People)
- Manage stakeholder expectations (People)
- Plan and manage finance (Process)
- Continuous improvement (Business Environment)

Elevated tasks ELEVATED

These existed conceptually before, but as a minor enabler or sub-point -- the current ECO promotes them into full standalone tasks. (Analysis.)

- ✓ Help ensure value-based delivery -- elevated from an enabler-level concern to a full Process task
- ✓ Define and establish project governance -- promoted from a Process task into its own Business Environment task
- ✓ Remove impediments and manage issues -- merged from two domains into one dedicated Business Environment task
- ✓ Plan and manage risk -- expanded from a Process task into a fuller Business Environment task with a formal risk-register enabler

Reclassified across domains MOVED

OLD TASK → CURRENT TASK

- Manage communications -> Plan and manage communication (Process to People)
- Engage stakeholders (Process) -> Engage stakeholders (People) -- consolidated with the People-domain stakeholder task
- Ensure knowledge transfer -> Help ensure knowledge transfer (Process to People)
- Address/remove impediments (People) -> Remove impediments and manage issues (People to Business Environment)
- Establish project governance structure -> Define and establish project governance (Process to Business Environment)
- Manage project changes -> Manage and control changes (Process to Business Environment)
- Manage project issues -> merged into Remove impediments and manage issues (Process to Business Environment)
- Assess and manage risks -> Plan and manage risk (Process to Business Environment)
- Evaluate and deliver project benefits and value -> Help ensure value-based delivery (Business Environment to Process)

Removed outright RETIRED

Ensure team members/stakeholders are adequately trained

Engage and support virtual teams

Promote team performance through emotional intelligence

EXPERT INSIGHT

"When a student asks me 'what's actually new,' I tell them the honest answer: mostly reorganization. Five genuinely new tasks, and a lot of relabeled furniture. Don't let anyone sell you a bigger story than that."



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SECTION 09

Predictive vs. Agile vs. Hybrid

Both outlines test every domain against all delivery approaches, but PMI publishes a target split between predictive and adaptive (agile/hybrid) content.



Bar shows the predictive share; the remainder of each track is agile/hybrid.

VERIFIED

PMI's certification materials describe the retired outline as testing predictive and agile/hybrid approaches in roughly equal measure, and the current outline as weighted further toward agile and hybrid delivery. Exact per-question tagging is not made public by PMI; treat "40/60" as PMI's stated directional target, not a guarantee of exact question counts on any individual exam form.

What this means for prep

- ✓ Predictive-only candidates can no longer treat agile as a "one chapter" topic -- it now touches a majority of scenario questions across all three domains.
- ✓ Expect more scenario questions that require picking the right response for a hybrid project specifically, not just "agile" or "waterfall" in isolation.
- ✓ Servant leadership, iterative planning, and backlog-style prioritization concepts should be studied alongside their predictive counterparts (WBS, critical path, EVM) for every domain, not as a separate track.

SOLUS EXPERT NOTE

Our Hybrid Project Management workshops pair every predictive technique with its adaptive counterpart in the same session, so candidates never study the two approaches in isolation.

EXPERT INSIGHT

"Hybrid delivery isn't a chapter you study once — it's a lens you apply to every scenario question. That's the single biggest mindset shift I coach candidates through."



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SECTION 10

AI and Sustainability: What the ECO Actually Says

This is the section where marketing hype and PMI's actual published text most often diverge. Here is exactly what the primary source supports.

Sustainability -- explicitly named in task enablers

Sustainability appears directly inside the current ECO's task/enabler language in multiple places: as a named compliance category under "Plan and manage project compliance," as part of "Plan and optimize quality of products/deliverables" (cost of quality and sustainability), and as a named risk category under "Plan and manage risk" (managing sustainability risks). This is a verifiable, structural change.

AI -- named as a JTA trend, not as task text

PMI's introduction to the current ECO names artificial intelligence as one of the trends that informed the Job Task Analysis behind this update. Reviewing the task and enabler wording itself, AI is not named as an explicit enabler bullet under any specific task in the document PMI publishes.

EXAM TIP

Be skeptical of any prep material that claims "AI is now a scored PMP task" and cites a specific task number. Based on PMI's own published outline, AI is context PMI used to justify the update -- it has not (yet) surfaced as its own named task or enabler. Sustainability, by contrast, is verifiably built into the task language across two domains.

MEMORY TRICK

"Sustainability is in the text. AI is in the intro." If you're building or answering practice questions, that one line will keep you from over-crediting AI content that PMI hasn't formally tested.

EXPERT INSIGHT

"I've had candidates walk in convinced AI is a scored topic because a prep vendor said so. Read PMI's own wording first. Sustainability, not AI, is what's actually written into the task language today."



SECTION 11

Exam Format Changes

The exam still totals 180 questions, but several format details shifted alongside the content update.

ATTRIBUTE	RETIRED (2021)	CURRENT (2026)
Total questions	180	180
Scored questions	175	170
Pretest (unscored) questions	5	10
Allotted time	230 minutes	240 minutes
Number of tasks	35	26
Predictive vs. Agile/Hybrid split	~50% / ~50%	~40% / ~60%
Experience look-back window	8 years	10 years
Required training hours	35 hours	35 hours (unchanged)
New question formats	--	Case/Scenario, Graphic-Based (plus existing Enhanced Matching, Point-and-Click, Pull-down List)

EXPERT INSIGHT

"Ten pretest questions and forty extra minutes sounds minor until you sit a timed case-based question for the first time. Practice the new formats specifically — don't just review content harder."



SECTION 12

Eligibility Requirements: Old vs. New

Eligibility is governed by PMI's certification handbook alongside the ECO, and it changed meaningfully in this cycle -- most notably, the experience look-back window extended from 8 to 10 years.

Retired eligibility tiers (2021 framework)

EDUCATION LEVEL	REQUIRED PROJECT-LEADERSHIP EXPERIENCE
Secondary diploma / associate's degree or global equivalent	5 years / 60 months leading projects
Bachelor's degree or global equivalent	3 years / 36 months leading projects
Bachelor's or postgraduate degree from a GAC-accredited program	2 years / 24 months leading projects

Current eligibility tiers (2026 framework, EQF/ISCED-mapped)

EDUCATION LEVEL	REQUIRED PROJECT-LEADERSHIP EXPERIENCE
Upper-secondary completion (EQF Level 4 / ISCED 3-4 equivalent)	5 years / 60 months leading projects
Associate's-level / higher-certificate / advanced technical-vocational program (EQF Level 5 / ISCED 5)	4 years / 48 months leading projects
Bachelor's degree or equivalent (EQF Level 6 / ISCED 6)	3 years / 36 months leading projects
Bachelor's or postgraduate degree from a GAC-accredited program	2 years / 24 months leading projects

35 contact hours of project management education

Unchanged in headline requirement, though PMI has separately signaled tighter rules around which providers' contact hours qualify (leaning further toward ATP, R.E.P., and GAC-accredited sources) -- check PMI's current certification handbook for the latest applicable policy at the time you apply.

Experience window: 8 → 10 years

Candidates now have a longer runway to accumulate qualifying project-leadership experience before it "ages out," which especially benefits candidates who front-loaded project experience earlier in their careers.

VERIFIED VS. ANALYSIS

The tier structure and experience windows above reflect PMI's published eligibility criteria at the time of the July 2026 update. Eligibility policy can be revised independently of the ECO -- always confirm current requirements on PMI's certification handbook before applying.

SOLUS EXPERT NOTE

Solus Informatics advises candidates on eligibility mapping as part of onboarding, so there are no surprises when it's time to submit your PMI application.

EXPERT INSIGHT

"A longer experience window helps more candidates qualify — but it doesn't lower the exam's bar once you're sitting it. Use the extra runway to prepare properly, not to delay."



PMI Authorized Trainer

SECTION 13**The PMBOK Guide 8th Edition at a Glance****PMI PERSPECTIVE -- READ THIS FIRST**

PMI states plainly that the PMP exam is based on the Examination Content Outline, developed through Job Task Analysis -- not on the PMBOK Guide. The PMBOK Guide is a reference PMI publishes, useful for depth and context, but it is not itself the exam blueprint.

That said, the 8th Edition (published November 2025) is the current version of PMI's flagship standard, and many training providers use it as a core reference. Here's how the three most recent editions compare.

ATTRIBUTE	6TH ED. (2017)	7TH ED. (2021)	8TH ED. (2025)
Edition	6th Edition (2017)	7th Edition (2021)	8th Edition (2025)
Structure	5 process groups, 10 knowledge areas, 49 processes	12 principles, 8 performance domains	6 core principles, 7 performance domains, 5 non-prescriptive focus areas (40 processes)
Publisher / date	PMI, 2017	PMI, August 2021	PMI, November 2025 (print Jan 2026)
Length	756 pages	370 pages	408 pages
Approach coverage	Predictive / waterfall-oriented	Principles-based, approach-agnostic	Principles + domains + focus areas across predictive, agile, and hybrid
New/expanded emphasis	--	Value delivery, tailoring	Expanded AI, PMO, and procurement guidance; reintroduced (non-prescriptive) process content

EXAM TIP

Do not assume the 8th Edition's seven performance domains map one-to-one onto the ECO's three domains -- they are organized on different logics (performance domains describe areas of focus across a project's life; ECO domains describe categories of job tasks). Use the PMBOK Guide to deepen understanding of a topic the ECO names, not as a substitute study outline.

TRAINER INSIGHT

Keep a one-page cross-reference between ECO tasks and PMBOK Guide sections as you study. It saves real time versus flipping back and forth during revision.

EXPERT INSIGHT

"I still get asked 'which PMBOK chapter is this task in?' My answer hasn't changed in five years: wrong question. Study the ECO. Use the PMBOK Guide to go deeper once you know what to look for."



PMI Authorized Trainer

SECTION 14

Exam Preparation Strategy

The right prep strategy depends on which outline governs your exam date. If you are reading this, you are almost certainly preparing against the current (July 2026) ECO.

Old approach (2021 ECO mindset)

- ✓ Heavy focus on People-domain soft skills as the largest single-task list (14 tasks)
- ✓ Business Environment treated as a light, "read once" section worth one exam question in ten
- ✓ Roughly equal predictive and agile practice time
- ✓ Negotiation and virtual-team management studied as standalone People topics

Current approach (2026 ECO mindset)

- ✓ Business Environment gets proportionate study time -- roughly a quarter of your prep, not an afterthought
- ✓ Governance, risk, compliance, and organizational change deserve dedicated scenario practice
- ✓ Skew practice questions toward agile/hybrid scenarios (roughly 60% of adaptive-approach content)
- ✓ Practice the new case/scenario and graphic-based question formats specifically, under timed conditions
- ✓ Study negotiation inside procurement, and stakeholder work as an eight-task arc rather than fourteen separate skills

Priority matrix (Analysis)

TOPIC AREA	PRIORITY	WHY
Business Environment tasks (all 8)	HIGHEST	Weight tripled; least-covered domain in most legacy study material
Agile/hybrid scenario application	HIGHEST	Now the majority approach-type across the exam
Finance-specific Process task	HIGH	Newly standalone; not covered by 2021-era materials
Stakeholder task cluster (People)	HIGH	Reorganized into five closely related tasks; easy to conflate
Core process mechanics (schedule, scope, quality)	MEDIUM	Largely unchanged from 2021

How Solus Informatics prepares professionals for this outline

Beyond content review, Solus Informatics's instructor-led batches are built around the current ECO's actual weighting, using:

- ✓ Real-world scenarios drawn from live predictive, agile, and hybrid projects
- ✓ Interactive workshops on the newly-elevated Business Environment tasks
- ✓ Timed mock exams that include the new case/scenario and graphic-based question formats
- ✓ Direct instructor mentoring throughout the preparation window, not just during class hours
- ✓ Agile simulations and hybrid case studies mapped to the 40/60 approach split

EXPERT INSIGHT

"The candidates who pass on the first attempt are rarely the ones who studied longest. They're the ones who studied the current outline's actual weighting, not the version they were handed by a friend two years ago."



SECTION 15

30/60/90-Day Study Planner

This planner is this guide's own recommendation for pacing study against the current ECO -- not an official PMI study plan. Adjust pace to your available weekly hours.

Days 1-30: Foundation

Weeks 1-4

- ✓ Read the current ECO cover to cover; map all 26 tasks to your existing notes
- ✓ Rebuild your Business Environment notes from scratch -- treat it as a new domain
- ✓ Skim the PMBOK Guide 8th Edition for context on the 7 performance domains
- ✓ Take a diagnostic practice test to find domain-level gaps

Days 31-60: Deep Practice

Weeks 5-8

- ✓ Drill scenario questions weighted 40% predictive / 60% agile-hybrid
- ✓ Practice case/scenario and graphic-based question formats under timed conditions
- ✓ Work through the People stakeholder-task cluster until the five tasks feel distinct
- ✓ Second practice test; review every miss against the specific current-ECO task it maps to

Days 61-90: Exam Readiness

Weeks 9-13

- ✓ Full-length timed mock exams at 240 minutes, 180 questions
- ✓ Target 85%+ on Business Environment and Process before scheduling
- ✓ Final review of governance, risk, and compliance enablers
- ✓ Rest and light review only in the final 48 hours before the exam

EXPERT INSIGHT

"Ninety days is a target, not a promise. I've coached candidates through this material in six weeks and in six months — what matters is that every session maps back to a real task in the current ECO."



SECTION 16

Frequently Asked Questions

Q: Is the PMP exam based on the PMBOK Guide?

A: No. PMI states directly that the PMP exam is built from the Examination Content Outline (ECO), which is developed through a Job Task Analysis (JTA) of practicing project managers. The PMBOK Guide is one of several references PMI cites, not the exam syllabus.

Q: When did the new ECO take effect?

A: PMI's own exam-update page states the change took effect in July 2026. Several PMI Authorized Training Partners cite the specific date of July 9, 2026; PMI's public page does not itself state a day-level date.

Q: How many tasks changed?

A: The task count was consolidated from 35 tasks (14 People, 17 Process, 4 Business Environment) to 26 tasks (8 People, 10 Process, 8 Business Environment).

Q: Did the number of exam questions change?

A: No -- both the retired and current ECOs use 180 total questions. What changed is the pretest-question count (5 to 10) and the allotted time (230 to 240 minutes).

Q: Is AI now a scored task on the exam?

A: PMI's ECO document names AI as one of the trends that shaped the Job Task Analysis, in its introduction. Reviewing the task and enabler text itself, sustainability appears explicitly and repeatedly as a named enabler; AI is not named inside a specific task/enabler bullet in the document PMI publishes. Treat close, detailed claims about exactly how AI is scored as analysis, not confirmed fact, until PMI publishes more granular guidance.

Q: Is the PMBOK Guide 8th Edition required reading?

A: PMI does not require any single reference. The 8th Edition (published November 2025) reflects PMI's current standard and is a reasonable study reference, but the ECO -- not the PMBOK Guide -- defines what is tested.

Q: Did the eligibility experience window change?

A: Yes. The look-back window for qualifying project experience extended from 8 years to 10 years, and the tiered education/experience table was restructured around EQF/ISCED level mappings.

Q: Do candidates need to redo their 35 training hours if they already completed them?

A: PMI's FAQ on the exam-update page addresses this directly; check the current PMP page for the specific answer, since eligibility policy can be updated independently of the ECO.

Q: Did the predictive vs. agile/hybrid balance change?

A: Yes. The retired ECO targeted roughly a 50/50 split between predictive and agile/hybrid content. The current ECO targets roughly 40% predictive and 60% adaptive/agile or hybrid.

Q: Is Business Environment really worth almost a third of the exam now?

A: Yes -- its weighting rose from 8% to 26%, the single largest structural change in the update, and its task count doubled from 4 to 8.

SECTION 17

Glossary

ECO -- Examination Content Outline -- PMI's official blueprint defining the domains, tasks, and enablers tested on the PMP exam.

JTA -- Job Task Analysis -- the research process PMI uses (with Alpine Testing Solutions) to determine what practicing project managers actually do.

Domain -- A high-level knowledge area (People, Process, or Business Environment) that groups related tasks.

Task -- An underlying responsibility of the project manager within a domain.

Enabler -- An illustrative (non-exhaustive) example of the work associated with a task.

Predictive approach -- A plan-driven project management approach, sometimes called waterfall.

Adaptive/agile approach -- An iterative, incremental approach emphasizing frequent delivery and feedback.

Hybrid approach -- A blend of predictive and adaptive practices within a single project.

ATP -- PMI Authorized Training Partner -- an organization PMI has vetted to deliver PMP training.

GAC -- PMI Global Accreditation Center -- accredits academic project management programs.

CCR -- Continuing Certification Requirements -- the 60-PDU-per-3-years program for maintaining an active PMP.

EQF / ISCED -- European Qualifications Framework / International Standard Classification of Education -- reference frameworks the 2026 ECO uses to map educational credentials to eligibility tiers.

SECTION 18

References

- PMI -- PMP Examination Content Outline, July 2026 — pmi.org/certifications/project-management-pmp/new-exam
- PMI -- PMP Examination Content Outline, January 2021 (retired) — [pmi.org](https://pmi.org/certifications/project-management-pmp/new-exam) (archived certification document)
- PMI -- What's new in the updated PMP exam — pmi.org/certifications/project-management-pmp/new-exam
- PMI -- PMBOK Guide, 8th Edition product page — pmi.org/standards/pmbok
- PMI -- PMP Certification page — pmi.org/certifications/project-management-pmp

SOURCING NOTE

This guide paraphrases task and enabler language from PMI's official ECO PDFs rather than reproducing them verbatim, and distinguishes PMI's own stated rationale from this guide's independent analysis throughout. For the authoritative wording of any task or enabler, always consult PMI's current published ECO directly.

SECTION 19

Why Organizations Choose Solus Informatics

Project managers choose their training partner carefully. Here is what consistently distinguishes a PMI Authorized Training Partner preparation from self-study or generic courseware.

PMI Authorized Training Partner

Solus Informatics holds PMI's ATP designation -- every course is built against PMI's current standards, updated the moment PMI issues a change, not a year later.

Updated Curriculum, Every Cycle

The batch you join today is taught against the July 2026 ECO, PMBOK Guide 8th Edition, and the current Agile Practice Guide -- not legacy slide decks patched with percentage updates.

Scenario-Driven Learning

Lectures introduce the framework; every concept is then worked through in live project scenarios drawn from predictive, agile, and hybrid environments so the material is usable, not just memorized.

Corporate Workshops

We run tailored in-house workshops for PMO teams, project delivery groups, and leadership cohorts who need to build PMP-aligned capability at an organizational level, not just for individual certification.

Leadership and PMO Development

Our training philosophy extends beyond the credential -- sessions cover how the ECO's leadership and governance tasks apply to day-to-day PMO and program management decisions in the real world.

Digital and Hybrid Readiness

Digital project management and hybrid delivery are core to how we teach the Process and People domains, preparing candidates for the exam's 60% adaptive-approach weighting and for projects that actually work that way.

SOLUS EXPERT NOTE

Certification is not a single event -- it is the beginning of a structured practice. At Solus Informatics, we stay in contact with learners after they certify, sharing updates, ECO changes, and PDU guidance so their credential stays current and their skills stay sharp.

EXPERT INSIGHT

"Certification is a milestone, not the destination. The habits you build preparing for this exam — disciplined planning, honest self-assessment, structured thinking — are what carry you through the rest of your career."



PMI Authorized Trainer

SECTION 20

Continue Your PMP Journey

This guide has covered every structural change in the July 2026 ECO -- domain weights, task lineage, exam format, eligibility, and preparation strategy. What comes next is applying that clarity to a preparation plan built around the outline PMI actually tests.

Key Takeaways

- ✓ Domain weights rebalanced: People 42% → 33%, Process 50% → 41%, Business Environment 8% → 26%
- ✓ Task count consolidated: 35 tasks → 26 tasks across three domains
- ✓ Approach mix shifted further toward agile/hybrid: ~50/50 → ~40/60
- ✓ 180 total questions unchanged; pretest items rose from 5 to 10; time extended from 230 to 240 minutes
- ✓ Case/scenario and graphic-based question formats introduced alongside existing types
- ✓ Experience look-back window extended from 8 to 10 years; new EQF/ISCED education tier structure
- ✓ Sustainability is written into task/enabler language; AI appears only in the ECO's introduction
- ✓ The PMBOK Guide 8th Edition (Nov 2025) is a reference -- the ECO is the exam blueprint



Learn. Apply. Lead with Confidence.

Solus Informatics delivers PMP, CAPM, and PMI-RMP preparation for working professionals and corporate teams, taught by Farooq Quraishi -- PMI Authorized Trainer and holder of the PMP®, CAPM®, and PMI-RMP® certifications. Every batch runs against the current ECO. Every session is taught with scenario-based learning designed for people who have real projects to run, not just an exam to pass.

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- ✓ Professional Scrum Master (PSM)

AREAS OF EXPERTISE

PMP Certification CAPM Certification PMI-RMP Certification

Agile Project Management Hybrid Project Management

Project Leadership Risk Management PMO Practices

Digital Project Management

“Certification is a milestone, not the destination. The habits you build preparing for this exam are what carry you through the rest of your career.”

ABOUT THIS GUIDE

This publication is a complete comparison of PMI's July 2026 and January 2021 PMP Examination Content Outlines -- domain weights, task-by-task lineage, eligibility changes, exam format, and preparation strategy. All facts trace to PMI's official published documents.

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