

Februar 2026

# Deep Dive:

## ***PMBOK***<sup>®</sup> *Guide* 8th Edition 2025 & **neue PMP**<sup>®</sup> ECO 2026

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Study Group Session Event Input

# Deep Dive: *PMBOK*® *Guide* 8th Edition & neue PMP® ECO 2026

Workshop Beschreibung | Event Description

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## Eventbeschreibung

Dieser kompakte 60-Minuten-Workshop bietet einen strukturierten Deep Dive in die wichtigsten Neuerungen des *PMBOK*® *Guide* 8th Edition sowie die veränderten Inhalte der PMP® Exam Content Outline (ECO) 2026, die ab Juli 2026 den neuen PMP-Standard prägen.

Der Workshop richtet sich an **Projektmanager**, **Teamleitungen** und **PMP-Aspiranten**, die sich auf den kommenden Wandel vorbereiten möchten.

## Event Description

This compact 60-minute workshop offers a structured deep dive into the most important innovations of the *PMBOK*® *Guide* 8th Edition as well as the changed content of the PMP® Exam Content Outline (ECO) 2026, which will shape the new PMP standard from July 2026.

The workshop is aimed at **project managers**, **team leaders** and **PMP aspirants** who want to prepare for the coming change.

# Event Agenda

## Key Topics

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### Überblick: Was ist neu im *PMBOK® Guide* 8th Edition (2025/26)?

- Fundamentale Änderungen
- Struktur des *PMBOK® Guide* 8th Edition
- Fokusbereiche & Prozesse

### Neue PMP® ECO 2026 – Was ändert sich an der Prüfung?

- Relevanz: *PMBOK® Guide* ≠ Prüfung, ECO = verbindlich
- Domain-Rebalancing (ab Juli 2026)
- Neue Themenfelder
- Neue Prüfungsformate (ab 2026)

### *PMBOK® Guide* 8th Edition & ECO 2026: Was bedeutet das für die Praxis?

### Q&A / Offene Diskussion

### Overview: What's new in *PMBOK® Guide* 8th Edition (2025/26)?

- Fundamental changes
- Structure of *PMBOK® Guide* 8th Edition
- Focus Areas & Processes

### New PMP® ECO 2026 – What will change in the exam?

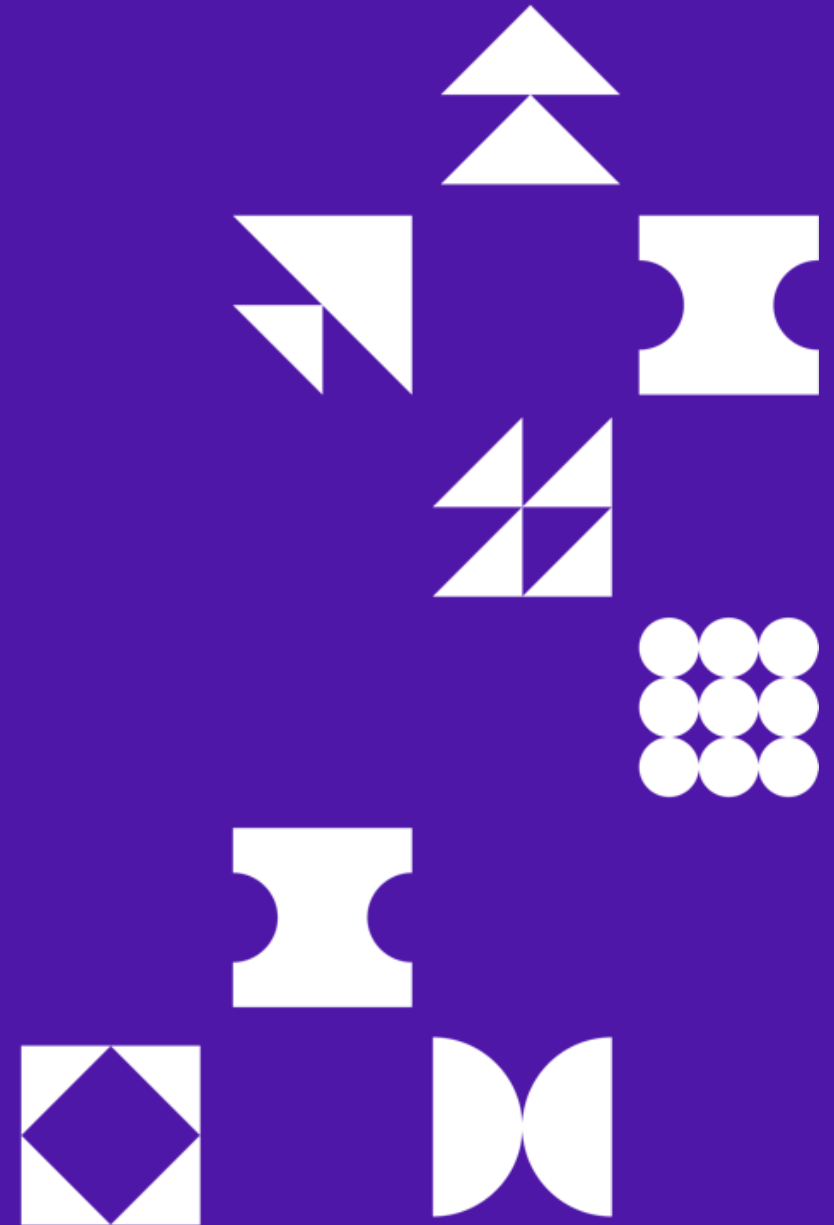
- Relevance: *PMBOK® Guide* ≠ exam, ECO = binding
- Domain Rebalancing (from July 2026)
- New topics
- New examination formats (from 2026)

### *PMBOK® Guide* 8th Edition & ECO 2026 : What does it mean in practice?

### Q&A / Open Discussion

# THE *PMBOK*<sup>®</sup> *GUIDE*

*EIGHTH EDITION 2025*



# PMBOK® GUIDE EIGHTH EDITION

## OVERVIEW

### PMBOK® GUIDE EIGHTH EDITION 2025 - TWO PARTS:

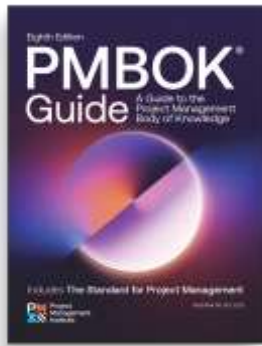
- ◆ Part 1: The Standard for Project Management
- ◆ Part 2: *PMBOK® Guide* Eighth Edition

### HIGHLIGHTS

- ◆ Builds on 7th Edition **principles** and domains, now simplified and more actionable
- ◆ **Six Core Principles**: Guide effective project management behavior
- ◆ **Seven Performance Domains**: Key areas of practice
- ◆ **Expanded Coverage**: AI, PMOs, and procurement
- ◆ **Reintroduced Process Guidance**: Evolved, non-prescriptive approach
- ◆ Emphasis on **value delivery**, **adaptability**, and **accountability**
- ◆ Supports **traditional**, **agile**, and **hybrid approaches** for modern project delivery

### BENEFITS

- ◆ **Clarity**: Simplified principles and domains for easier application
- ◆ **Relevance**: Reflects modern practices, including AI and hybrid approaches
- ◆ **Confidence**: Provides actionable guidance for diverse environments
- ◆ **Adaptability**: Supports traditional, agile, and hybrid project delivery
- ◆ **Value Focus**: Emphasizes outcomes, accountability, and continuous improvement



# ***PMBOK® GUIDE EIGHTH EDITION***

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## **PART 1: THE STANDARD FOR PROJECT MANAGEMENT (ANSI)**

### **STRUCTURE OF THE STANDARD**

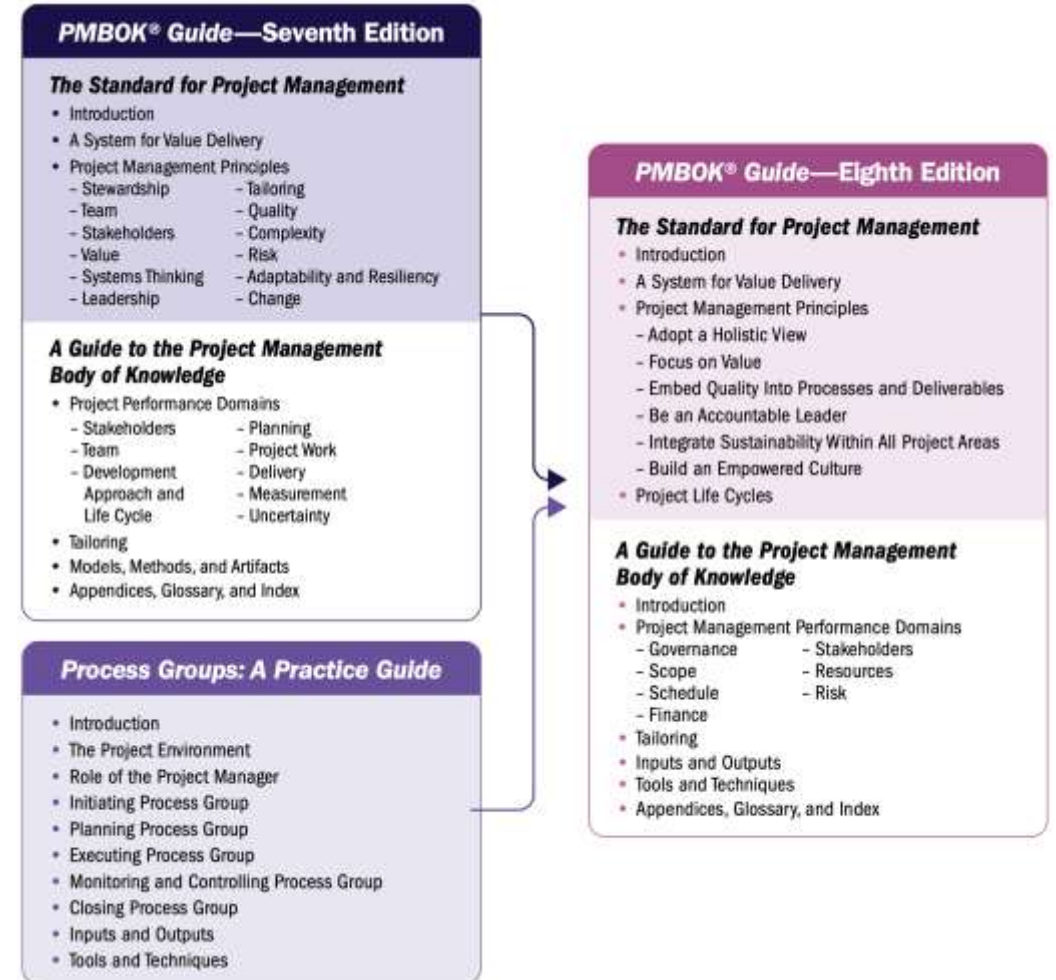
- ◆ Preface
- 1. Introduction
- 2. A System for Value Delivery
- 3. Project Management Principles
- 4. Project Life Cycles
  - 1) Phases
  - 2) Development Approaches
  - 3) Delivery Cadence
  - 4) Project Management Focus Areas (Initiating, Planning, Executing, Monitoring&Controlling, Closing)

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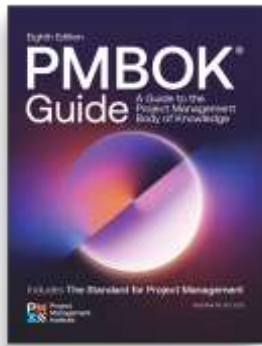
## PART 2: A GUIDE TO THE PROJECT MANAGEMENT BODY OF KNOWLEDGE (NON ANSI)

### STRUCTURE OF THE GUIDE

- ◆ Section 1: Introduction
- ◆ Section 2: Project Management Performance Domains
- ◆ Section 3: Tailoring
- ◆ Section 4: Inputs & Outputs (Alphabetical List)
- ◆ Section 5: Tools & Techniques (Alphabetical List)
- ◆ Appendix X1: Contributors and Reviewers
- ◆ Appendix X2: Project Management Offices
- ◆ Appendix X3: **Artificial Intelligence**
- ◆ Appendix X4: **Procurement**
- ◆ Appendix X5: Evolution of the PMBOK® Guide



# PMBOK® GUIDE EIGHTH EDITION

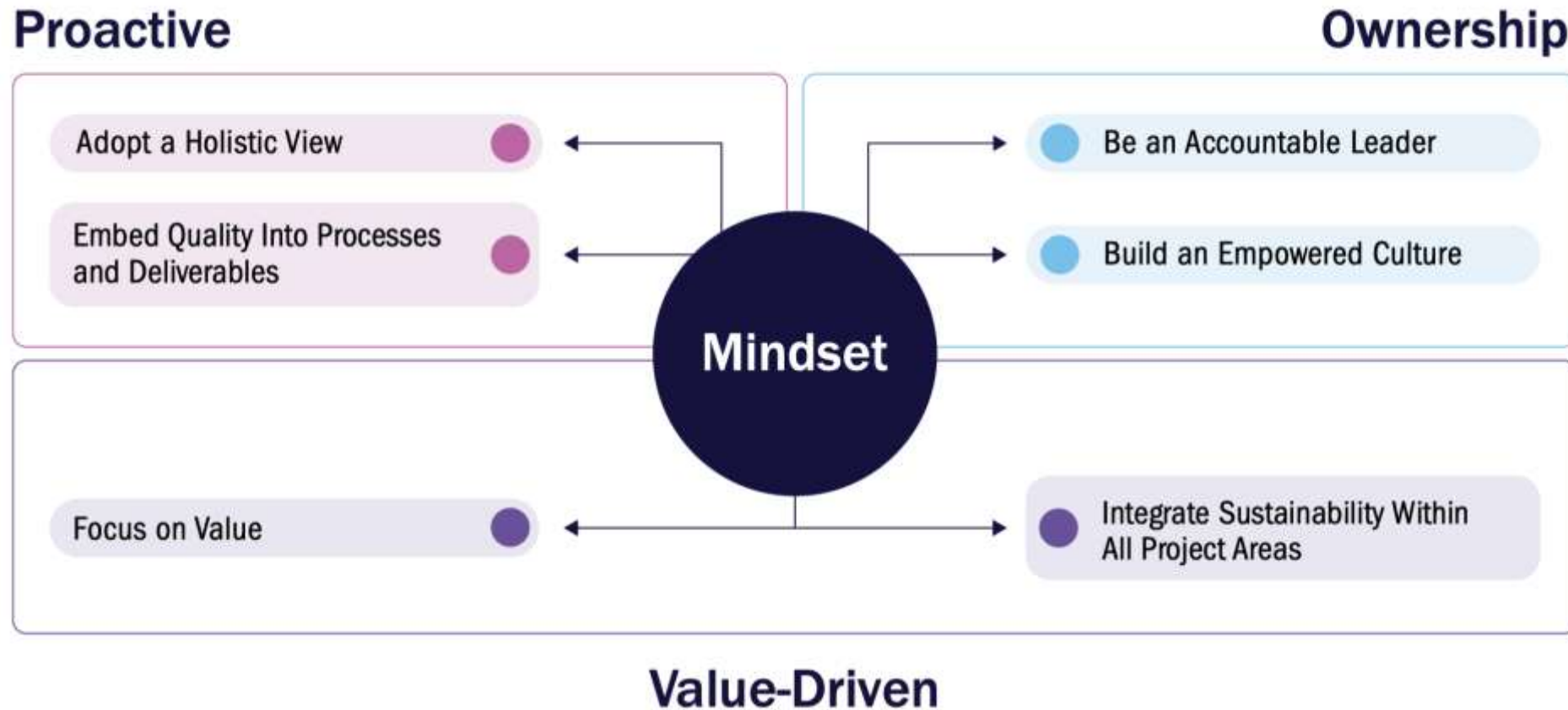


## KEY TERMS AND CONCEPTS

- ◆ **Artifact:** Any document or item created during a portfolio, program, or project to support management and provide information.
- ◆ **Benefit:** A positive gain or value realized by stakeholders from delivered outcomes.
- ◆ **Outcome:** The end result or impact of a project, including benefits (positive) or disbenefits (negative).
- ◆ **Output:** A product, result, or service produced by a process; may feed into another process.
- ◆ **Portfolio:** A collection of programs, projects, and operations managed together to achieve strategic objectives and maximize value.
- ◆ **Product:** A tangible or intangible item produced, either as a final deliverable or component.
- ◆ **Program:** A group of related projects managed together to achieve benefits not possible individually.
- ◆ **Project:** A temporary initiative with unique context undertaken to create value, with a defined start and end.
- ◆ **Project Management:** Applying knowledge, skills, tools, and techniques to meet intended value and stakeholder needs.
- ◆ **Project Management Office (PMO):** A department or team that centralizes management of portfolios, programs, and projects.
- ◆ **Project Management Team:** Members directly involved in managing the project.
- ◆ **Project Manager:** Person assigned to lead the team and achieve project objectives.
- ◆ **Project Success:** Stakeholder consensus that the project delivered value worth the effort and cost.
- ◆ **Project Team:** Individuals performing the project work to meet objectives.
- ◆ **Value:** Benefits (financial or nonfinancial) exceeding investment; perceived differently by stakeholders.
- ◆ **Value Delivery System:** Strategic activities (portfolios, programs, projects, products, operations) aligned to organizational objectives for delivering outcomes.

# PMBOK® GUIDE EIGHTH EDITION

## MINDSET FRAMEWORK FOR EFFECTIVE PROJECT MANAGEMENT



# PMBOK® GUIDE EIGHTH EDITION

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## MINDSET FRAMEWORK FOR EFFECTIVE PROJECT MANAGEMENT

### ADOPTING ATTITUDES THAT DRIVE SUCCESSFUL PROJECT OUTCOMES

#### PROACTIVE MINDSET

- ◆ Systems Thinking
  - Systems thinking helps project managers understand **interdependencies** and cascading effects impacting performance.
- ◆ Intentional Planning
  - Thoughtful planning identifies and mitigates **risks** early to prevent challenges later in the project.
- ◆ Embedded Quality
  - Embedding **quality** at every stage reduces rework, improves efficiency, and aligns with stakeholder expectations.
- ◆ Forward-Looking Culture
  - A proactive mindset fosters **foresight, preparedness**, and **continuous improvement** for strategic success.

# **PMBOK® GUIDE EIGHTH EDITION**

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## **MINDSET FRAMEWORK FOR EFFECTIVE PROJECT MANAGEMENT**

### **ADOPTING ATTITUDES THAT DRIVE SUCCESSFUL PROJECT OUTCOMES**

#### **OWNERSHIP MINDSET**

##### **◆ Leadership Accountability**

- Leaders model accountability by owning decisions and maintaining transparency, fostering trust within teams.

##### **◆ Empowered Team Culture**

- Teams are empowered to make decisions and take initiative, creating shared ownership and motivation.

##### **◆ Distributed Decision-Making**

- Implementing distributed decisions and peer accountability fosters self-reliance and effective collaboration.

##### **◆ Sustained Team Performance**

- An ownership mindset drives continuous performance improvement by encouraging collective responsibility.

# PMBOK® GUIDE EIGHTH EDITION

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## MINDSET FRAMEWORK FOR EFFECTIVE PROJECT MANAGEMENT

### ADOPTING ATTITUDES THAT DRIVE SUCCESSFUL PROJECT OUTCOMES

#### VALUE-DRIVEN MINDSET

- ◆ Focus on **Meaningful Outcomes**
  - Shift from task completion to activities delivering measurable impact aligned with organizational goals.
- ◆ **Prioritize Value** and **Minimize Waste**
  - Emphasize work generating highest stakeholder benefit while reducing resource waste and inefficiency.
- ◆ Integrate **Sustainability**
  - Incorporate environmental, social, and economic considerations using the triple bottom line approach.
- ◆ **Balance** Short and Long Term
  - Empower teams to achieve short-term goals while ensuring long-term societal and environmental benefits.

# **PMBOK® GUIDE EIGHTH EDITION**

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## **MINDSET FRAMEWORK FOR EFFECTIVE PROJECT MANAGEMENT**

### **INTEGRATED IMPACT OF COMBINED MINDSETS**

#### **◆ Holistic Project Framework**

- Integrated mindsets create a proactive, accountable, and value-aligned framework elevating project success sustainably.

#### **◆ Synergistic Mindset Benefits**

- Combining mindsets reduces inefficiencies, strengthens collaboration, and mitigates risks early for greater impact.

#### **◆ Sustainable Long-Term Value**

- Mindsets ensure projects deliver lasting organizational and societal value beyond short-term goals and outcomes.

#### **◆ Enhanced Team Performance**

- Organizations with integrated mindsets report improved stakeholder satisfaction, cohesion, and adaptability to change.

# PMBOK® GUIDE EIGHTH EDITION

## THE STANDARD FOR PROJECT MANAGEMENT

### A SYSTEM FOR VALUE DELIVERY

- ◆ Project Management Principles
  - Adopt a Holistic View
  - Focus on Value
  - Embed Quality Into Processes and Deliverables
  - Be an Accountable Leader
  - Integrate Sustainability Within All Project Areas
  - Build an Empowered Culture



# PMBOK® GUIDE EIGHTH EDITION

## ADOPT A HOLISTIC VIEW

- ◆ Adopt a holistic view throughout the project life cycle, from initiation all the way to execution and closing, **ensuring seamless integration** and alignment at every stage.
  - **Viewing a project holistically** helps ensure that decisions consider all interconnected elements, optimizing alignment with overarching objectives and enhancing project sustainability.
  - **Proactively managing risks** across all project domains anticipates challenges and strengthens project resilience, minimizing potential disruptions.
  - **Engaging stakeholders** throughout the project life cycle fosters collaboration, integrates diverse perspectives, and raises the probability that desired outcomes are achieved.



# PMBOK® GUIDE EIGHTH EDITION

## FOCUS ON VALUE

- ◆ Continually evaluate and adjust project alignment to **business objectives** and intended **benefits** and **value**.
  - **Value** per unit of investment is the **ultimate indicator** of **project success**.
  - Value can be **realized throughout the project**, at the **end** of the project, or **following project completion**.
  - Value, and the benefits that contribute to it, can be defined in **quantitative** and/or **qualitative** terms.
  - Project teams focus on **outcomes** that **maximize value creation** and meet or exceed **target business objectives**. Project teams **evaluate progress** and **adapt** to maximize the expected value.



# PMBOK® GUIDE EIGHTH EDITION

## EMBED QUALITY INTO PROCESSES AND DELIVERABLES

- ◆ **Embed quality** into **processes** and **deliverables** to maintain a consistent focus on achieving target quality thresholds. This emphasis on quality helps to ensure outcomes that meet project objectives and align with the needs, requirements, and acceptance criteria set by relevant stakeholders.!
  - Project quality entails **satisfying relevant stakeholders' expectations** and fulfilling project and product requirements.
  - Quality focuses on **meeting acceptance criteria** for deliverables.
  - Project quality entails **ensuring project processes** are **appropriate** and as **effective** as **possible**.



# PMBOK® GUIDE EIGHTH EDITION

## BE AN ACCOUNTABLE LEADER

- ◆ Demonstrate leadership behaviors and be an accountable leader by **guiding** your team with **integrity**, making **responsible decisions**, and fostering a **culture** of **trust** and **responsibility**.
  - Leaders **influence**, **inspire**, and **motivate** others.
  - Leaders are **accountable** for their actions.
  - Effective leaders **lead by example**.
  - Leaders demonstrate **responsibility**, **respect**, **fairness**, and **honesty**. Effective leaders adapt their style to the situation.
  - Leaders foster an environment of **psychological safety**.
  - **Any** project professional, stakeholder, and team member can **demonstrate leadership behaviors**.



# PMBOK® GUIDE EIGHTH EDITION

## INTEGRATE SUSTAINABILITY WITHIN ALL PROJECT AREAS

- ◆ **Consistently integrate sustainability practices** across all project areas, through all phases of the project life cycle, as project managers, teams, and sponsors are **all jointly accountable** for ensuring this integration.
  - Integrating sustainability means **considering people**, the **planet**, **society**, and **value** while performing project-related activities.
  - Sustainability encompasses addressing **environmental**, **social**, and **economic impacts**, considering the well-being of people globally, the effective and wise use of natural resources, and implementing sustainable strategies.
  - The sustainability principle can be **evident** at the **tactical**, **operational**, and **strategic** levels of all projects.



# PMBOK® GUIDE EIGHTH EDITION

## BUILD AN EMPOWERED CULTURE

- ◆ Build an empowered culture that fosters **proactive collaboration** and promotes unity in shared objectives efficiently and effectively **through stakeholders and teams** with diverse skills, knowledge, and experience.
  - **Stakeholders determine** the **success** of projects.
  - **Stakeholders** and **team members** on a project are key to its success, and they **should be empowered** across many dimensions.
  - A collaborative project environment enables **stakeholders** and **team members** to **contribute** their **ideas** and **recommendations** **freely** and **proactively** to meet **project outcomes**.
  - Knowing that **key stakeholders** can **highly influence** project performance and outcomes, **motivated** and **empowered project teams actively engage** with them to maximize value delivery.



# PMBOK® GUIDE EIGHTH EDITION

## THE PMBOK® GUIDE EIGHTH EDITION

### MAPPING PROJECT MANAGEMENT FOCUS AREAS AND PERFORMANCE DOMAINS

◆ See PMBOK® Guide Eighth Edition – Section 2 – Page 9

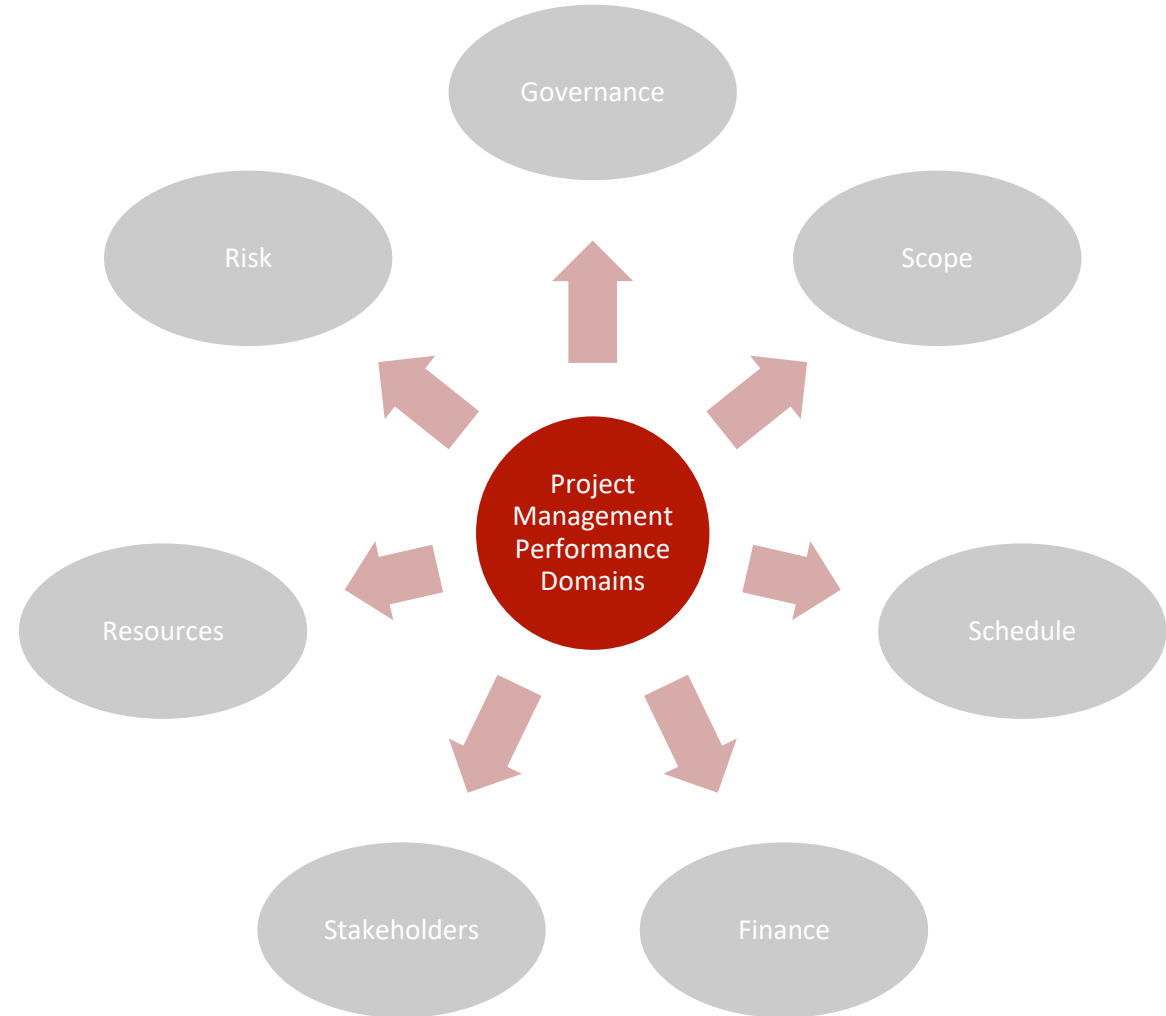
Performance Domains	Project Management Focus Areas				
	Initiating Focus Area	Planning Focus Area	Executing Focus Area	Monitoring and Controlling Focus Area	Closing Focus Area
<b>Governance</b>	<ul style="list-style-type: none"> <li>Initiate Project or Phase</li> </ul>	<ul style="list-style-type: none"> <li>Integrate and Align Project Plans</li> <li>Plan Sourcing Strategy</li> </ul>	<ul style="list-style-type: none"> <li>Manage Project Execution</li> <li>Manage Quality Assurance</li> <li>Manage Project Knowledge</li> </ul>	<ul style="list-style-type: none"> <li>Monitor and Control Project Performance</li> <li>Assess and Implement Changes</li> </ul>	<ul style="list-style-type: none"> <li>Close Project or Phase</li> </ul>
<b>Scope</b>		<ul style="list-style-type: none"> <li>Plan Scope Management</li> <li>Elicit and Analyze Requirements</li> <li>Define Scope</li> <li>Develop Scope Structure</li> </ul>		<ul style="list-style-type: none"> <li>Monitor and Control Scope</li> <li>Validate Scope</li> </ul>	
<b>Schedule</b>		<ul style="list-style-type: none"> <li>Plan Schedule Management</li> <li>Develop Schedule</li> </ul>		<ul style="list-style-type: none"> <li>Monitor and Control Schedule</li> </ul>	
<b>Finance</b>		<ul style="list-style-type: none"> <li>Plan Financial Management</li> <li>Estimate Costs</li> <li>Develop Budget</li> </ul>		<ul style="list-style-type: none"> <li>Monitor and Control Finances</li> </ul>	
<b>Stakeholders</b>	<ul style="list-style-type: none"> <li>Identify Stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>Plan Stakeholder Engagement</li> <li>Plan Communications Management</li> </ul>	<ul style="list-style-type: none"> <li>Manage Stakeholder Engagement</li> <li>Manage Communications</li> </ul>	<ul style="list-style-type: none"> <li>Monitor Stakeholder Engagement</li> <li>Monitor Communications</li> </ul>	
<b>Resources</b>		<ul style="list-style-type: none"> <li>Plan Resource Management</li> <li>Estimate Resources</li> </ul>	<ul style="list-style-type: none"> <li>Acquire Resources</li> <li>Lead the Team</li> </ul>	<ul style="list-style-type: none"> <li>Monitor and Control Resourcing</li> </ul>	
<b>Risk</b>		<ul style="list-style-type: none"> <li>Plan Risk Management</li> <li>Identify Risks</li> <li>Perform Risk Analysis</li> <li>Plan Risk Responses</li> </ul>	<ul style="list-style-type: none"> <li>Implement Risk Responses</li> </ul>	<ul style="list-style-type: none"> <li>Monitor Risks</li> </ul>	

# PMBOK® GUIDE EIGHTH EDITION

## A GUIDE TO THE PROJECT MANAGEMENT BODY OF KNOWLEDGE (PMBOK® GUIDE)

### PROJECT MANAGEMENT PERFORMANCE DOMAINS

- ◆ Governance
- ◆ Scope
- ◆ Schedule
- ◆ Finance
- ◆ Stakeholders
- ◆ Resources
- ◆ Risk



# ***PMBOK® GUIDE EIGHTH EDITION***

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## **KEY FACTS**

### **EACH PERFORMANCE DOMAIN IS PRESENTED WITH THE FOLLOWING PRIMARY SUBSECTIONS**

- ◆ Key Concepts
- ◆ Processes
- ◆ Tailoring Considerations
- ◆ Interactions With Other Domains
- ◆ Check Results

# PMBOK® GUIDE EIGHTH EDITION

## THE GOVERNANCE PERFORMANCE DOMAIN

### KEY CONCEPTS

#### ◆ Leading Indicators

- Predict upcoming changes or trends before they affect performance.
- Include quantifiable metrics (e.g., backlog size) or qualitative signals (e.g., low stakeholder engagement).
- Enable early corrective actions → reduces performance risk.

#### ◆ Lagging Indicators

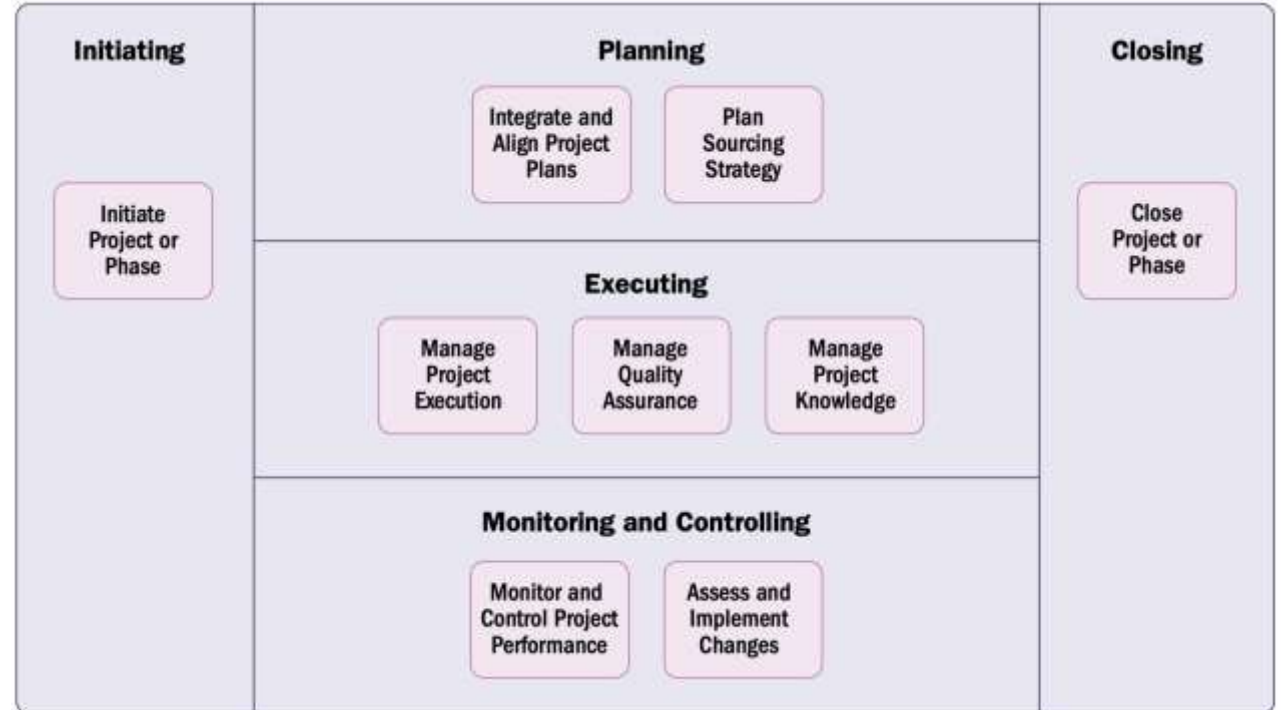
- Measure outcomes after events occur (e.g., completed deliverables, cost/schedule variance).
- Easier to track and useful for analyzing correlations and root causes.
- Reflect past performance.

#### ◆ SMART Criteria

- Framework for setting effective objectives:
- Specific • Measurable • Achievable • Realistic • Time-bound.
- Ensures goals are clear, trackable, and attainable.

#### ◆ Sourcing Strategy

- Deciding between insourcing, outsourcing, or a mix.
- Consider impacts on scope, schedule, finances, capacity, risks, and culture.
- Evaluate specialized skill needs, variable capacity, and risk profile.
- Procurement management supports vendor selection, contracting, and oversight.

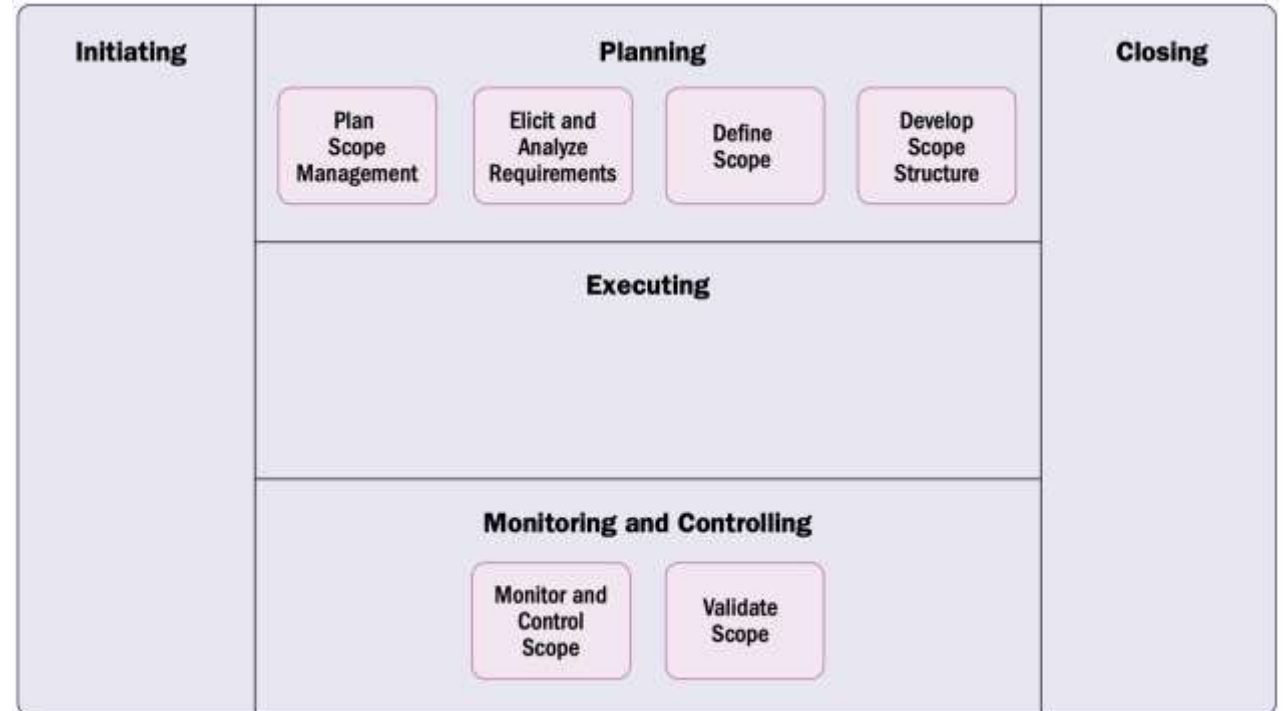


# PMBOK® GUIDE EIGHTH EDITION

## THE SCOPE PERFORMANCE DOMAIN

### KEY CONCEPTS

- ◆ Business Case
- ◆ Project Scope
- ◆ Requirements
- ◆ Scope Baseline
- ◆ Work Breakdown Structure (WBS)
- ◆ Quality as a Feature
- ◆ Product Scope
- ◆ Value Breakdown Structure (VBS)
- ◆ Product Backlog (Adaptive)
- ◆ Definition of Done (DoD)

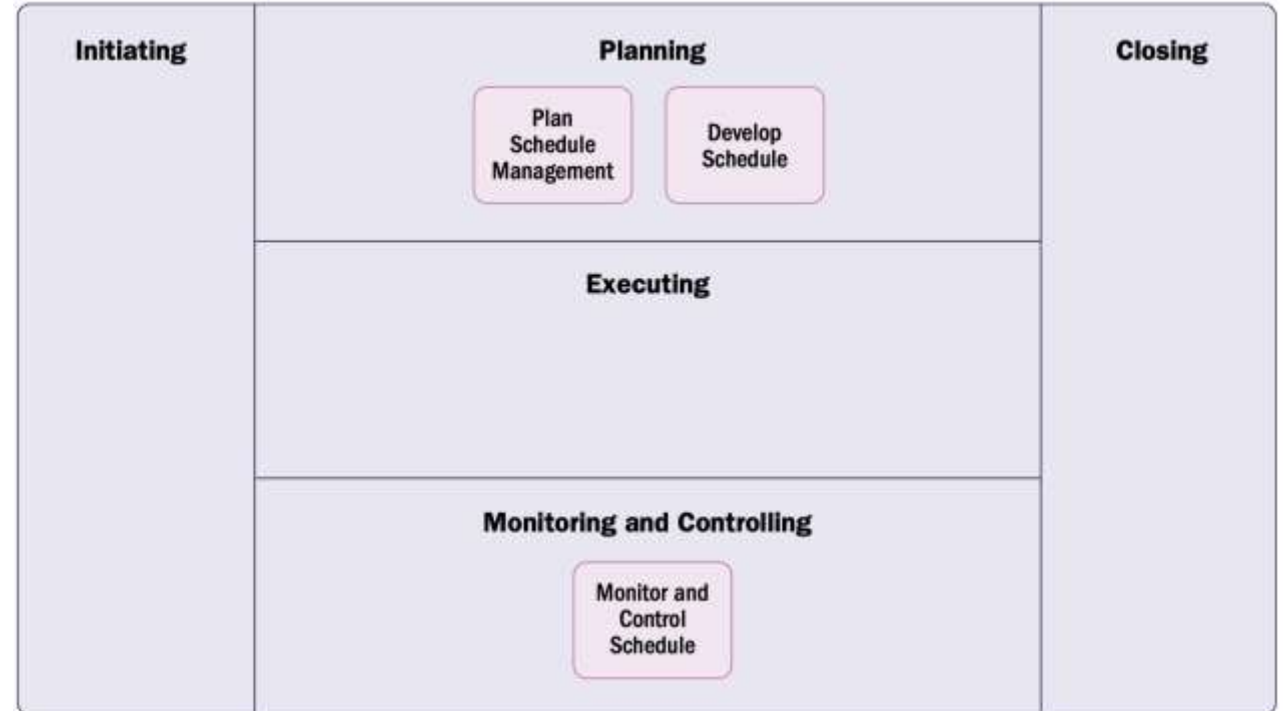


# PMBOK® GUIDE EIGHTH EDITION

## THE SCHEDULE PERFORMANCE DOMAIN

### KEY CONCEPTS

- ◆ Project schedule
- ◆ Estim
- ◆ Schedule baseline
- ◆ Schedule flexibility.
- ◆ Schedule forecasts
- ◆ Actual duration
- ◆ Project schedule network diagrams

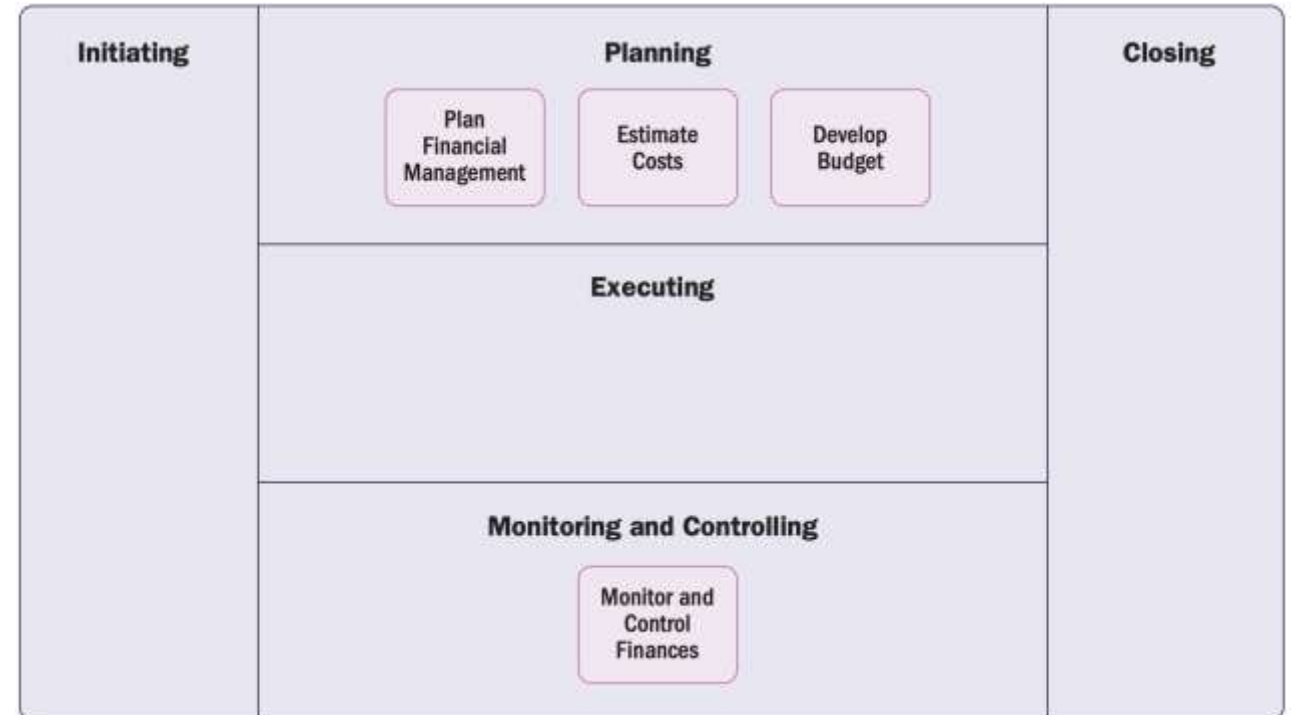


# PMBOK® GUIDE EIGHTH EDITION

## THE FINANCE PERFORMANCE DOMAIN

### KEY CONCEPTS

- ◆ Value definition
- ◆ Value maximization
- ◆ Funding
- ◆ Financial constraints
- ◆ Project budget
- ◆ Cost baseline.
- ◆ Reserves
- ◆ Cost management
- ◆ Cost measurement

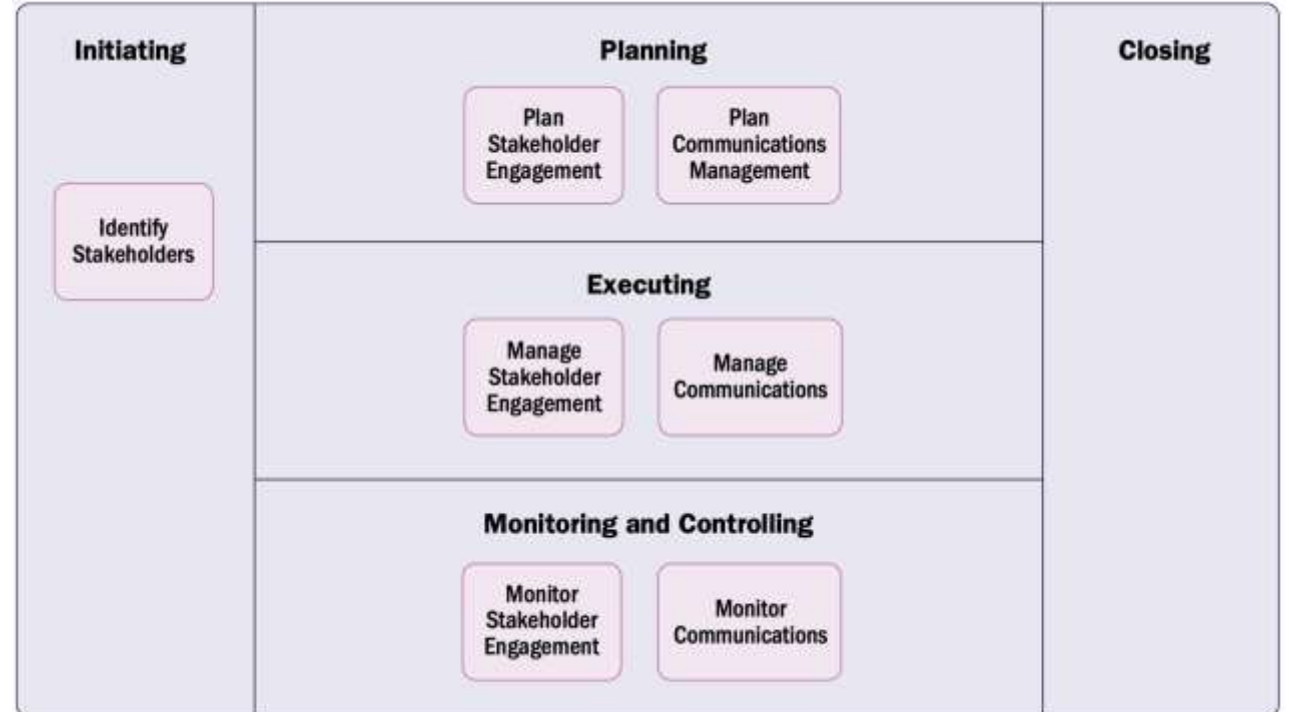


# PMBOK® GUIDE EIGHTH EDITION

## STAKEHOLDERS PERFORMANCE DOMAIN

### KEY CONCEPTS

- ◆ Stakeholder engagement
  - Sponsor engagement
- ◆ Stakeholder satisfaction
- ◆ Team engagement
- ◆ Communications management
- ◆ Data-driven decision-making
- ◆ Vendor and supplier management/procurement

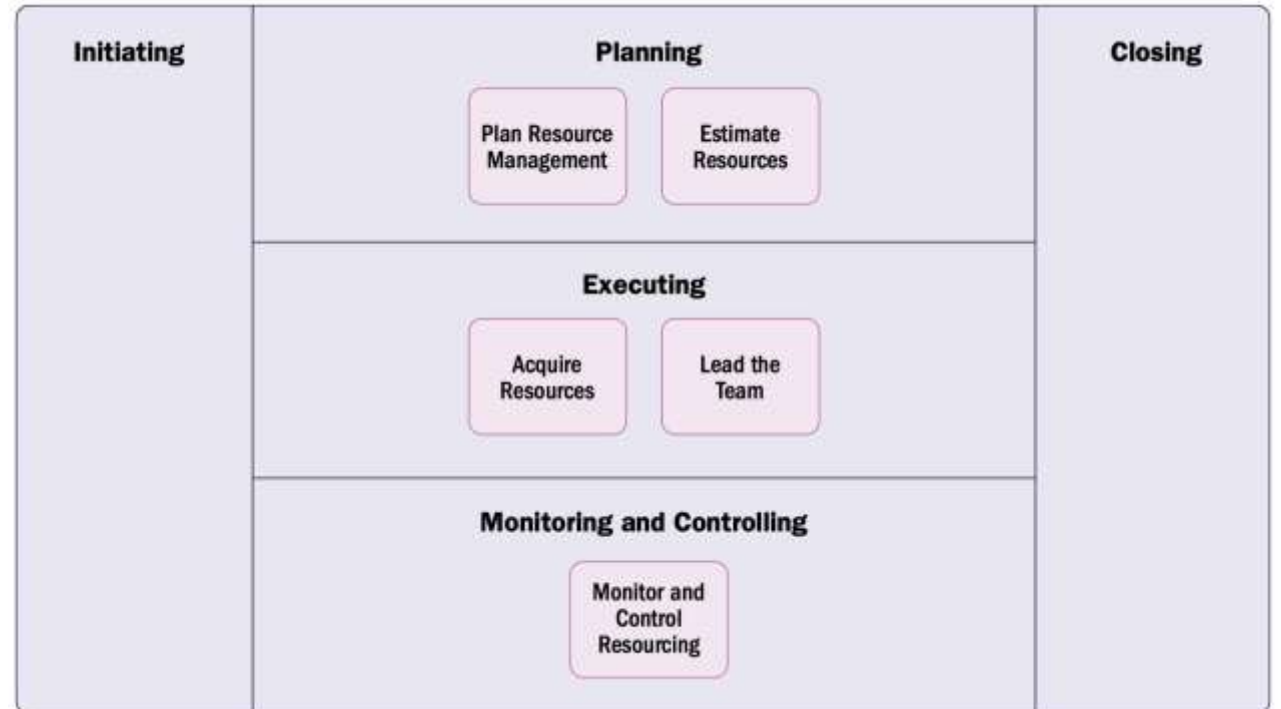


# PMBOK® GUIDE EIGHTH EDITION

## RESOURCES PERFORMANCE DOMAIN

### KEY CONCEPTS

- ◆ Project manager
- ◆ Resource manager
- ◆ Human resources (project team members)
- ◆ Physical, material, or virtual resources

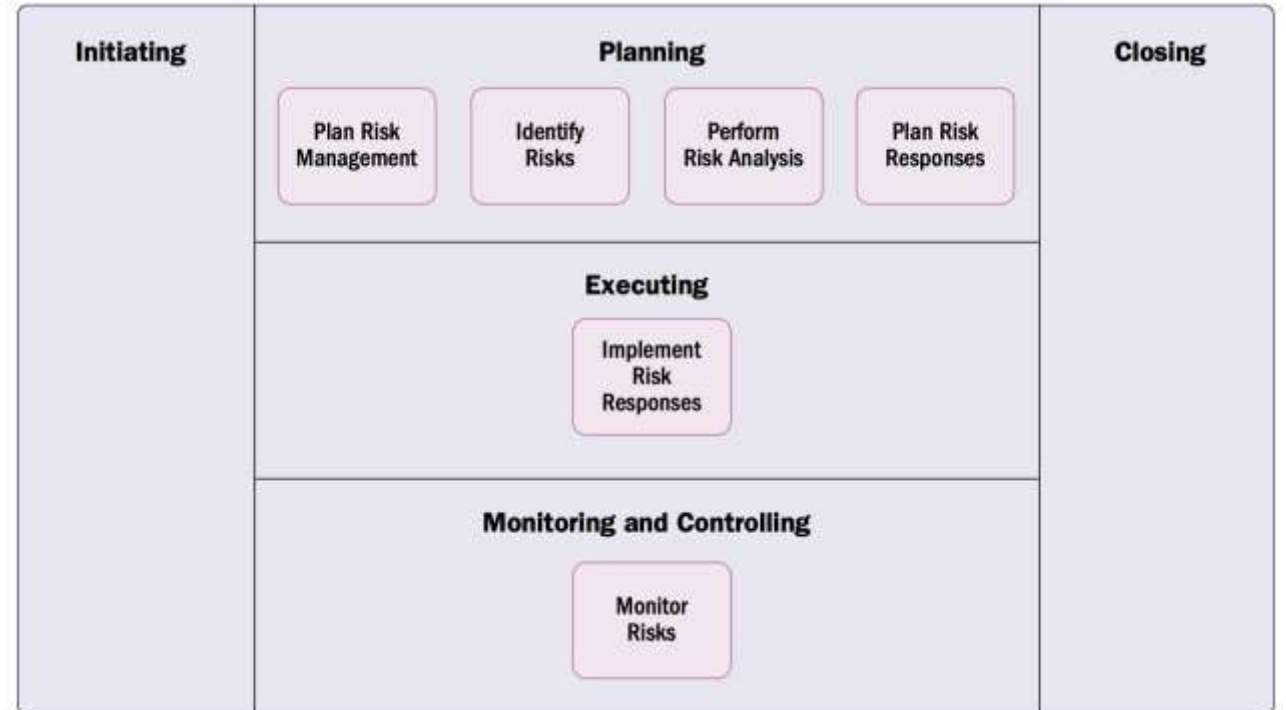


# PMBOK® GUIDE EIGHTH EDITION

## RISK PERFORMANCE DOMAIN

### KEY CONCEPTS

- ◆ Risk
- ◆ Issue
- ◆ Overall risk
- ◆ Risk appetite
- ◆ Risk threshold
- ◆ Risk exposure
- ◆ Risk response
- ◆ Project resilience
- ◆ Ambiguity and uncertainty



# PMBOK® GUIDE EIGHTH EDITION

## TAILORING

### TAILORING INVOLVES UNDERSTANDING THE PROJECT CONTEXT, GOALS, AND OPERATING ENVIRONMENT.

- ◆ Projects need to balance potentially competing demands that include, but are not limited to:
  - Delivering as quickly as possible,
  - Minimizing project costs,
  - Optimizing the value delivered,
  - Creating high-quality deliverables and outcomes,
  - Providing compliance with regulatory standards,
  - Satisfying diverse stakeholder expectations, and
  - Adapting to change.

### WHAT TO TAILOR

- ◆ Project aspects that can be tailored include:
  - Life cycle and development approach selection,
    - ✓ Iterative, incremental, adaptive, predictive, agile, hybrid ...
  - Processes may be
    - ✓ added, modified, removed, blended, aligned
  - Engagement,
    - ✓ People, empowerment, integration
  - Tools, and
  - Methods and artifacts.

# PMBOK® GUIDE EIGHTH EDITION

## THE TAILORING PROCESS

### THE STEPS IN TAILORING

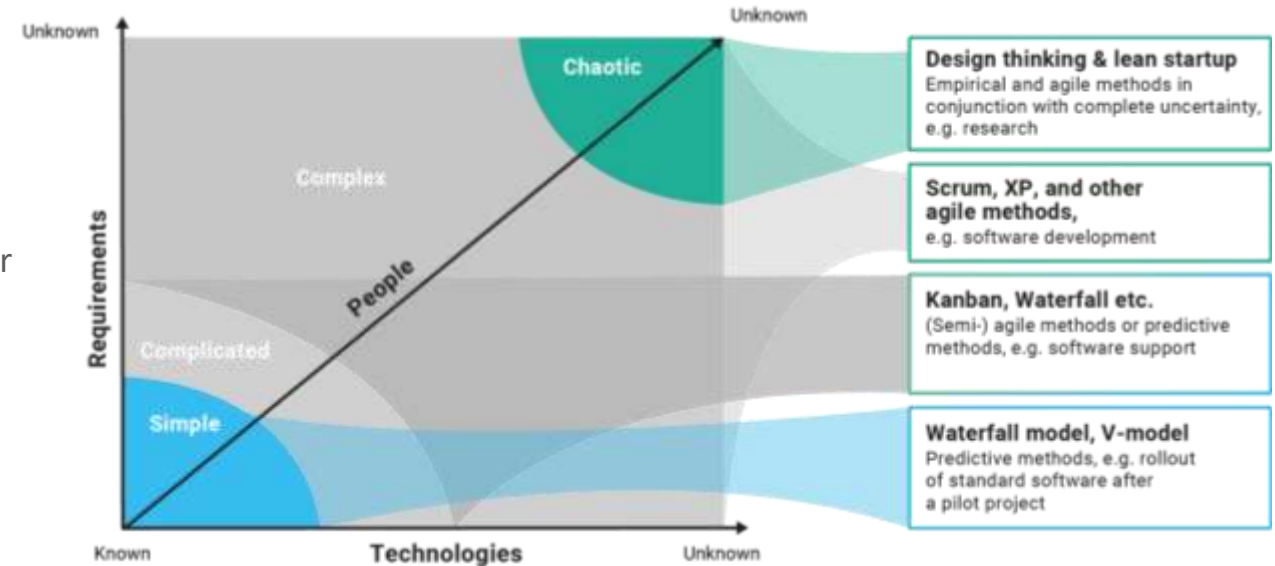


# PMBOK® GUIDE EIGHTH EDITION

## THE TAILORING PROCESS

### SELECTING THE DEVELOPMENT APPROACH

- ◆ Suitability filter tool:
  - To consider whether a project has characteristics that lend themselves toward a predictive, hybrid, or adaptive approach.
  - Is an informational tool that combines its assessment with other data and decision-making activities
  - Evaluating criteria based on culture, project team, and project factors
  - Generates a diagnostic visual that can be helpful in discussing and deciding on the initial approach.



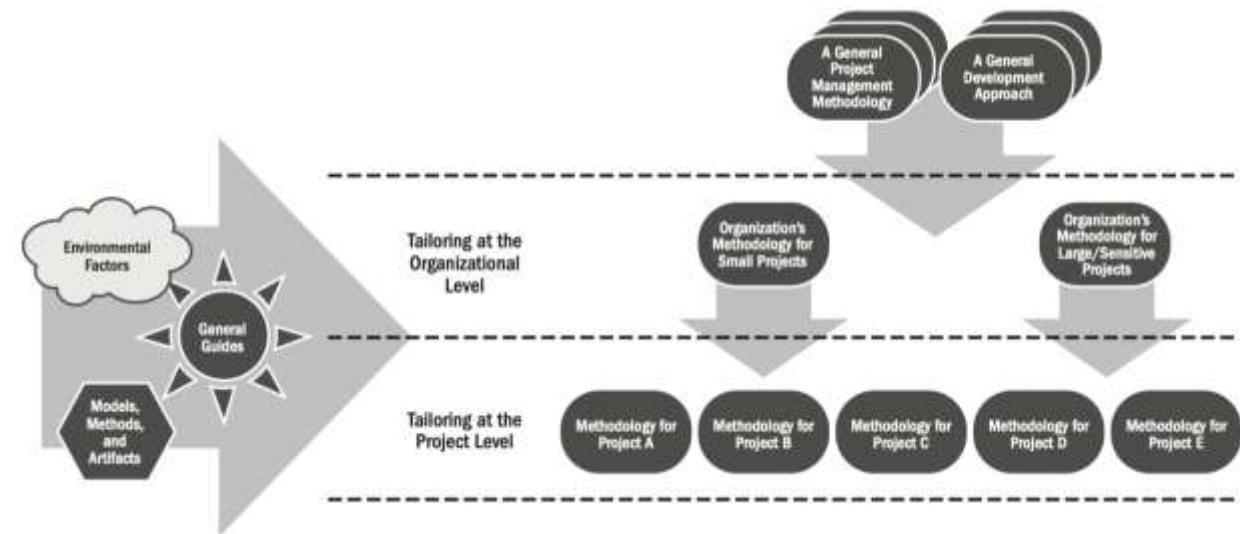
# PMBOK® GUIDE EIGHTH EDITION

## THE TAILORING PROCESS

### TAILOR FOR THE ORGANIZATION

- Governance, project methodology, general management approach, or general development approach may serve as a starting point for projects. They should ensure:
  - ✓ repeatable processes,
  - ✓ consistent measures of the organization's project capabilities,
  - ✓ continuous improvement of those capabilities.
- Process governance may help ensure tailoring is aligned to policies.
- Tailoring decisions must not threaten the organization's larger strategic or stewardship goals.
- Typical considerations in tailoring are project size, criticality, organizational maturity, and others.
- Project management office (**PMO**) or value delivery office (**VDO**) may support in reviewing and approving tailored delivery approaches.
- Project-internal project tailoring might be approved by the project manager

- A **VDO** may be found in organizations that use more adaptive delivery approaches.
- The **VDO** serves an enabling role, rather than a management or oversight function.
- It focuses on coaching project teams; building adaptive skills and capabilities throughout the organization; and mentoring sponsors and product owners to be more effective in those roles.



# PMBOK® GUIDE EIGHTH EDITION

## THE TAILORING PROCESS

### TAILOR FOR THE PROJECT

- ◆ Consideration factors for tailoring the project include, but are not limited to:
  - Product/deliverable,
    - ✓ Compliance/criticality
    - ✓ Type of product/deliverable
    - ✓ Industry market
    - ✓ Technology
    - ✓ Time frame
    - ✓ Stability of requirements
    - ✓ Security
    - ✓ Incremental delivery



- Project team
  - ✓ Project team size
  - ✓ Project team geography
  - ✓ Organizational distribution
  - ✓ Project team experience
  - ✓ Access to customer
- Culture
  - ✓ Buy-in
  - ✓ Trust
  - ✓ Empowerment
  - ✓ Organizational culture

# ***PMBOK® GUIDE EIGHTH EDITION***

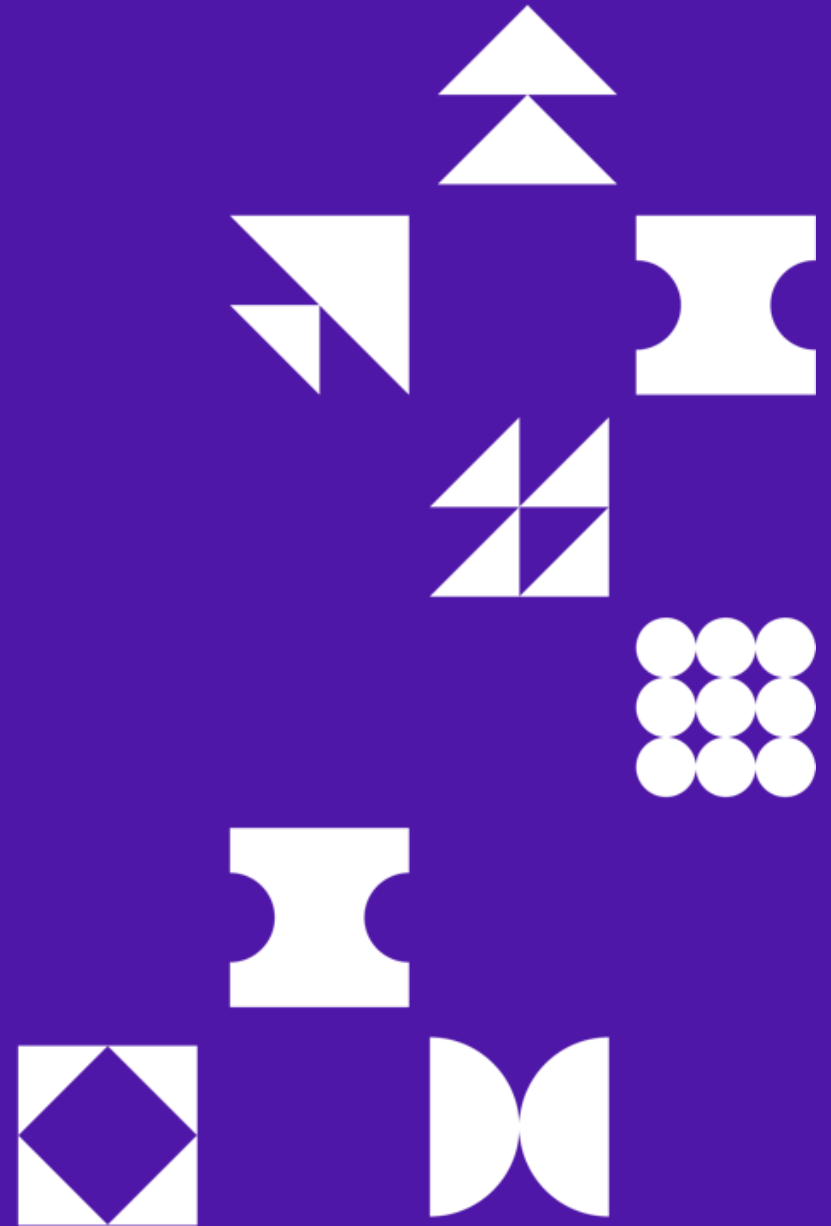
## **THE AGILE PRACTICE GUIDE**

### **AGILE PRACTICE GUIDE**

- ◆ An Introduction to Agile
- ◆ Life Cycle Selection
- ◆ Implementing Agile: Creating an Agile Environment
- ◆ Implementing Agile: Delivering in an Agile Environment
- ◆ Organizational Considerations for Project Agility



# PMP® EXAM CONTENT OUTLINE 2026



# Event Agenda

## Key Topics

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### **Überblick: Was ist neu im *PMBOK® Guide* 8th Edition (2025/26)?**

- Fundamentale Änderungen
- Struktur des *PMBOK® Guide* 8th Edition
- Fokusbereiche & Prozesse

### **Neue PMP® ECO 2026 – Was ändert sich an der Prüfung?**

- Relevanz: *PMBOK® Guide* ≠ Prüfung, ECO = verbindlich
- Domain-Rebalancing (ab Juli 2026)
- Neue Themenfelder
- Neue Prüfungsformate (ab 2026)

### ***PMBOK® Guide* 8th Edition & ECO 2026: Was bedeutet das für die Praxis?**

### **Q&A / Offene Diskussion**

### **Overview: What's new in *PMBOK® Guide* 8th Edition (2025/26)?**

- Fundamental changes
- Structure of *PMBOK® Guide* 8th Edition
- Focus Areas & Processes

### **New PMP® ECO 2026 – What will change in the exam?**

- Relevance: *PMBOK® Guide* ≠ exam, ECO = binding
- Domain Rebalancing (from July 2026)
- New topics
- New examination formats (from 2026)

### ***PMBOK® Guide* 8th Edition & ECO 2026 : What does it mean in practice?**

### **Q&A / Open Discussion**

# PMP® EXAM CONTENT OUTLINE 2026

## ZENTRALE NEUERUNGEN DER PMP® EXAM CONTENT OUTLINE 2026

### DEUTLICHE ERWEITERUNG DES BUSINESS-UMFELDS

Anstieg von 8 % auf 26 %; die Vorbereitung erfordert nun verstärkten Fokus auf **Governance, Compliance, Strategie, Continuous Improvement** und **Nutzenrealisierung**.

### PREDICTIVE VS. AGIL/HYBRIDE3 INHALTE

Ca. 40 % der Inhalte behandeln predictive Projektmanagement-Ansätze  
Restliche 60 % verteilen sich auf adaptive/agile und hybride Managementansätze

### ERWEITERTE PRÜFUNGSINHALTE

Pflichtthemen sind jetzt **Künstliche Intelligenz, Nachhaltigkeit, Stakeholder-Einfluss** und **Wertschöpfung** – diese müssen unbedingt in das Lernprogramm integriert werden.

### VERMEHRT PRAXISORIENTIERTE SZENARIEN

Die Prüfung wird praxisnäher gestaltet mit **situativen Entscheidungen, realitätsnahen Fallbeispielen** und **komplexeren Kontexten**.

### EINSATZ INTERAKTIVER FRAGETYPEN

Formate wie **Drag-and-Drop, Grafiken, Hotspots** und **Case-Blöcke** sind vorgesehen; Schulungsmaterial sollte diese abdecken.

### NEUAUSRICHTUNG DER LERNSCHWERPUNKTE

Weniger Fokus auf reine People- und Prozessaspekte, stattdessen verstärktes **strategisch-unternehmerisches Denken**.

### PMBOK® GUIDE V8 ALS ERGÄNZENDE ORIENTIERUNGSHILFE

Prinzipien, Performance Domains und Tailoring dienen der Vertiefung, formales Wissen darüber ist jedoch nicht primär prüfungsrelevant

**-> maßgeblich bleibt die ECO.**

Number of Scored Questions	Number of Pretest (Unscored) Questions	Total Exam Questions	Allotted Exam Time
170	10	180	240 min.

# PMP® EXAM CONTENT OUTLINE 2026

## PMP® EXAM CONTENT OUTLINE

### DOMAINS

- ◆ 1<sup>st</sup> level: 3 Domains
- ◆ 2<sup>nd</sup> level: 26 Tasks
  - 8 Task in People
  - 10 Tasks in Process
  - 8 Tasks in Business Environment
- ◆ 3<sup>rd</sup> level: Enablers
  - 1+n per Task

### PMP® exam content

Domain	Percentage of Items On Test
I. People	33 %
II. Process	41 %
III. Business Environment	26 %
<b>Total</b>	<b>100 %</b>

# DOMAIN I – PEOPLE - 33%

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## TASKS – OVERVIEW

- ◆ Task 1 – Develop a common vision
- ◆ Task 2 – Manage conflicts
- ◆ Task 3 – Lead the project team
- ◆ Task 4 – Engage stakeholders
- ◆ Task 5 – Align stakeholder expectations
- ◆ Task 6 – Manage stakeholder expectations
- ◆ Task 7 – Help ensure knowledge transfer
- ◆ Task 8 – Plan and manage communication

# DOMAIN II – PROCESS - 41%

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## TASKS – OVERVIEW

- ◆ Task 1 – Develop an integrated project management plan and plan delivery
- ◆ Task 2 – Develop and manage project scope
- ◆ Task 3 – Help ensure value-based delivery
- ◆ Task 4 – Plan and manage resources
- ◆ Task 5 – Plan and manage procurement
- ◆ Task 6 – Plan and manage finance
- ◆ Task 7 – Plan and optimize quality of products/deliverables
- ◆ Task 8 – Plan and manage schedule
- ◆ Task 9 – Evaluate project status
- ◆ Task 10 – Manage project closure

# DOMAIN III – BUSINESS ENVIRONMENT - 26%

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## TASKS – OVERVIEW

- ◆ Task 1 – Define and establish project governance
- ◆ Task 2 – Plan and manage project compliance
- ◆ Task 3 – Manage and control changes
- ◆ Task 4 – Remove impediments and manage issues
- ◆ Task 5 – Plan and manage risk
- ◆ Task 6 – Continuous improvement
- ◆ Task 7 – Support organizational change
- ◆ Task 8 – Evaluate external business environment changes

# PMP® EXAM CONTENT OUTLINE 2026

## ZENTRALE NEUERUNGEN DER PMP® EXAM CONTENT OUTLINE 2026

### PMP® EXAM STRUCTURE OVERVIEW

- ◆ 180 questions total
- ◆ Includes multiple-choice and drag-and-drop
- ◆ Contains practicum hands-on testing
- ◆ 10 questions are pretest and unscored
- ◆ Pretest questions validate future exam content
- ◆ All questions randomly distributed
- ◆ **PMP® EXAM BREAK DETAILS**
  - Two 10-minute breaks during the exam
  - First break after the case-study section
  - Second break midway through independent questions
  - Cannot return to previous section after break
  - Review responses before starting breaks

Number of Scored Questions	Number of Pretest (Unscored) Questions	Total Exam Questions	Allotted Exam Time
170	10	180	240 min.

# PMP® EXAM CONTENT OUTLINE 2026

## PMP EXAM QUESTION TYPES

### CASE OR SCENARIO QUESTIONS

- ◆ Candidates are present detailed situations
- ◆ Include graphs or charts for context
- ◆ Describe business, project, or decisions
- ◆ Answer questions based on provided info
- ◆ Available across all modalities

A project manager is working for a company that is launching a new smart home device designed to improve energy efficiency. The product aims to help consumers reduce their energy consumption by automatically adjusting heating, cooling, and lighting based on occupancy and time of day. The project manager has been given a budget of \$500,000 and a timeline of six months to complete the project. The project team consists of engineers, marketers, and sales professionals. A recent market analysis shows a growing demand for eco-friendly products, but competition is fierce with several established brands already in the market. Additionally, the company has set a goal to achieve a 10% market share within the first year of launch.

The engineering team has identified several technical challenges, including ensuring compatibility with existing smart home systems and maintaining user privacy and data security. The marketing team is tasked with creating a compelling campaign that highlights the unique features of the product while addressing consumer concerns about privacy. The sales team is focused on establishing partnerships with retailers and online platforms to maximize distribution channels.

Based on the scenario, what are the key challenges the project manager might face in launching this product, and how should they be prioritized?

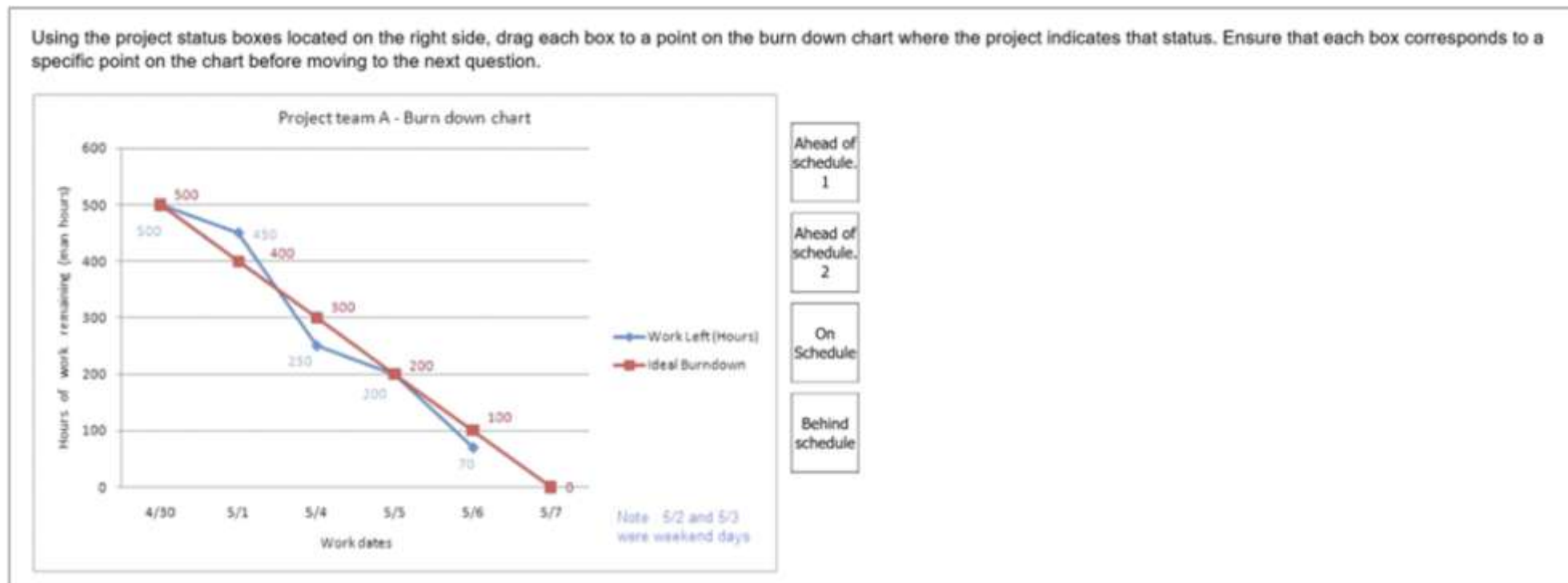
- A. Focus solely on marketing
- B. Overemphasize technical features
- C. Delay privacy measures
- D. Technical compatibility

# PMP® EXAM CONTENT OUTLINE 2026

## PMP EXAM QUESTION TYPES

### FEATURES OF ENHANCED MATCHING

- ◆ Include images or diagrams for clarity
- ◆ Allow dragging boxes to chart locations
- ◆ Support drag-and-drop functionality
- ◆ Enable users to move items for matching
- ◆ Available only on CBT platforms



# PMP® EXAM CONTENT OUTLINE 2026

## PMP EXAM QUESTION TYPES

### GRAPHIC-BASED QUESTIONS

- ◆ Require referring to visual information
- ◆ Involve interpreting charts, graphs, diagrams, or images

- ◆ Demand answering questions based on visuals
- ◆ Available across all modalities

The screenshot shows a Requirements Traceability Matrix (RTM) table with the following data:

Requirement ID	Requirement Description
RQ001	Salesforce Service Cloud (SFSC) out-of-the-box functionality for B2B customer service immediate issues with BSC staff using SFSC instead of emails.
RQ002	Accelerate email deflection, reducing the number of emails requiring CSA intervention
RQ003	Improve email resolution speed, ensuring timely customer responses
RQ004	Advanced analytics including BI and solution usage visibility
RQ005	AI automated case classification, best reply generation, and case summarization
RQ006	CSAT surveys after each case and automated escalation

The text passage to the right of the table reads: "The high staff turnover at the Business Solutions Center (BSC) has caused significant frustration among B2B customers, primarily due to the loss of historical information stored in Outlook emails. To mitigate this issue, the BSC is adopting Salesforce Service Cloud (SFSC) to enhance the visibility and management of customer queries, along with offering other capabilities. The project is expected to deliver \$10 million annually according to the annual planning exercise, but the business case presented only demonstrated \$4 million in benefits. Consequently, the business sponsor needed to address concerns from the Business Transformation Office (BTO) and engage with the agile practitioner for clarification."

The question asks: "Which specific requirements within the Salesforce Service Cloud implementation contribute the MOST to the \$4 million in reduced benefit?"

The multiple-choice options are:

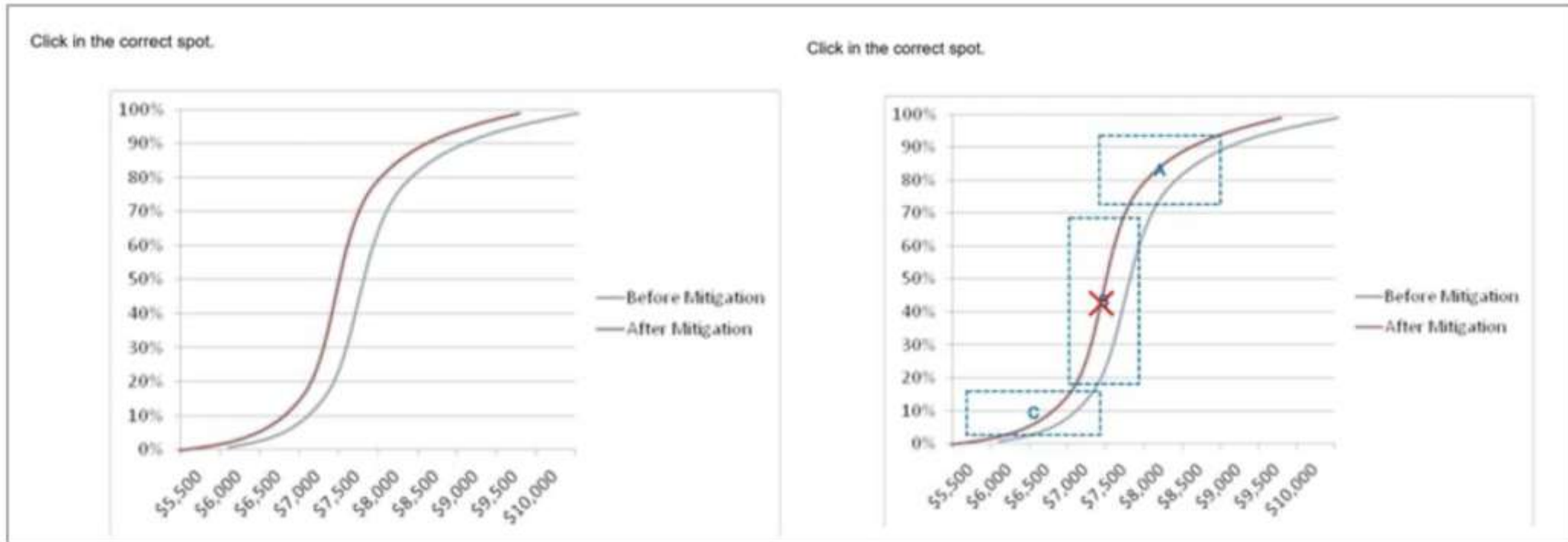
- A. RQ001
- B. RQ002
- C. RQ003
- D. RQ004
- E. RQ005
- F. RQ006

# PMP® EXAM CONTENT OUTLINE 2026

## PMP EXAM QUESTION TYPES

### POINT AND CLICK

- ◆ Item presented as an image with hotspots
- ◆ Candidate identifies correct areas by clicking
- ◆ Left image shows candidate's view
- ◆ Right image shows selectable areas
- ◆ Available only on CBT



# PMP® EXAM CONTENT OUTLINE 2026

## PMP EXAM QUESTION TYPES

### MATCHING QUESTIONS

- ◆ Ask candidates to pair items from lists
- ◆ Consist of columns of information
- ◆ Drag items from first to middle column

- ◆ Match with information in third column
- ◆ Example shows before and after answering
- ◆ Available only on CBT

Match the role with its corresponding job description.

Role		Description
Portfolio manager		Offers project input because they are affected by the activity or outcome of a project
Project manager		Focuses on providing management oversight for a business unit
Functional manager		Manages or coordinates management staff and program and project staff that may have reporting responsibilities
Stakeholder		Leads the team and is responsible for achieving project objectives

Match the role with its corresponding job description.

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# PMP® EXAM CONTENT OUTLINE 2026

## PMP EXAM QUESTION TYPES

### PULL-DOWN LIST USAGE INSTRUCTIONS

- ◆ Select the correct answer
- ◆ Use the drop-down list
- ◆ Available only on CBT
- ◆ Ensure proper choice is made

The plan includes the activities, estimated durations and dependencies.

Select... ▼

- Select...
- Requirements Management Plan
- Cost Management Plan
- Scope Management Plan
- Schedule Management Plan
- Change Management Plan
- Quality Management Plan

# PMP® EXAM CONTENT OUTLINE 2026

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## PMP EXAM QUESTION TYPES

### MULTIPLE-CHOICE SINGLE RESPONSE

- ◆ Multiple answer choices with one correct answer. (Available on all modalities)

### MULTIPLE-RESPONSE QUESTIONS

- ◆ Multiple answer choices with more than one correct answer. (Available on all modalities) Available only on CBT

# MEANING IN PRACTICE

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## PMBOK® GUIDE V8 & ECO 2026 – WHAT IT MEANS IN PRACTICE

### 1. VALUE DELIVERY IN REAL PROJECTS

- ◆ Teams define measurable outcomes instead of only scope/schedule.
- ◆ Example: Success = customer adoption rate, not just “feature delivered”.

### 2. GOVERNANCE & COMPLIANCE

- ◆ Project managers check legal, financial, and organizational rules continuously.
- ◆ Example: Early compliance reviews prevent rework or project delays.

### 3. SUSTAINABILITY IN DECISIONS

- ◆ Environmental and social impacts influence planning and procurement.
- ◆ Example: Selecting suppliers with lower CO<sub>2</sub> footprint.

### 4. ADAPTIVE & HYBRID DELIVERY

- ◆ Tailoring becomes essential: combining predictive + agile practices.
- ◆ Example: Roadmap predictive, feature delivery agile.

### 5. AI-SUPPORTED PM WORK

- ◆ AI used for estimation, risk patterns, and reporting.
- ◆ Example: Automated schedule risk analysis for faster decisions.

### 6. STRONGER BUSINESS ENVIRONMENT FOCUS

- ◆ Projects must align clearly with business strategy and value.
- ◆ Example: Prioritizing backlog items based on ROI and strategic impact.

# DEEP DIVE: *PMBOK*® *GUIDE* 8TH EDITION & NEUE PMP® ECO 2026

## QUESTIONS & ANSWERS



# Tutor

Helmut Schneider, PMP, PMI-ACP, PSM, PSPO

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## **Helmut Schneider, PMP, PMI-ACP, PSM, PSPO**

ist seit mehr als 20 Jahren freiberuflicher Senior Project Manager, Berater und Trainer für alle Fragen rund ums Projektmanagement. Seit Ende 2020 ist er zusätzlich PMI-akkreditierter PMI-ATP PMP®, ACP® und CAPM® Trainer. Er verfügt über die Erfahrung aus über 350 Trainings, darunter mehr als 150 PMP® Exam Prep Trainings, die er für internationale Kunden und Partner seit 2009 abgehalten hat.

Sein Focus und seine Leidenschaft liegen neben dem klassischen und hybriden Projektmanagement in der Agilität, v.a. dem agilen Mindset. Als zertifizierter Scrum Master, Product Owner und PMI-Agile Certified Practitioner verfügt er über die entsprechenden Kenntnisse und Erfahrungen. Er ist Mitglied im PMI Germany Chapter seit 2008.

## **Helmut Schneider, PMP, PMI-ACP, PSM, PSPO**

has been a freelance senior project manager, consultant and trainer for all project management topics for more than 20 years. Since the end of 2020, he has also been a PMI-accredited PMI-ATP PMP®, ACP® and CAPM® trainer. He has experience from over 350 trainings, including more than 150 PMP® Exam Prep trainings, which he has held for international clients and partners since 2009.

In addition to classic and hybrid project management, his focus and passion lies in agility, especially the agile mindset. As a certified Scrum Master, Product Owner and PMI Agile Certified Practitioner, he has the relevant knowledge and experience. He has been a member of the PMI Germany Chapter since 2008.