

PMP® EXAM PREP

Personal Study Workbook & Checklist

Grounded in the July 2026 Examination Content Outline (ECO).
Practice, score, and track your progress through the three certification
domains.

Version: 06.10.2026

CANDIDATE WORKBOOK DETAILS

This Study Book belongs to

Candidate Name:

PMI ID:

Target Exam Date:

35 Contact Hours Course:

Planned / Resolved / Uploaded

Study Plan Duration:

3 months / 6 months / 9 months

Workbook Guide: Active Learning Methodology

This PMP study workbook is designed as a dynamic, interactive study companion. To maximize active recall, use the 3-step cycle on each slide as you review the domains.

1. REVIEW & RATE

Examine each task statement and its enablers. Assess your current understanding on a scale of 1 (weak) to 5 (expert) to identify knowledge gaps.

2. WRITE ACTIVE RECALL

Double-click the 'Study Notes' block on the right. In your own words, summarize key processes, inputs, outputs, and terminology without looking at materials.

3. PRACTICE SCENARIOS

Apply your knowledge. Review real-world scenarios on each domain. Change the review checkboxes once you score 80%+ on mock exam simulators.

PMP® Eligibility Assessment Checklist

STEP 1: CHOOSE YOUR ELIGIBILITY PATH

☐ Path A: Secondary School / High School Diploma

Requires minimum 60 months (5 years) of non-overlapping project leadership experience within the last 10 years.

☐ Path B: Associate's Degree / Post-Secondary Equivalent

Requires minimum 48 months (4 years) of non-overlapping project leadership experience within the last 10 years.

☐ Path C: Bachelor's Degree / Equivalent Level 6 Degree

Requires minimum 36 months (3 years) of non-overlapping project leadership experience within the last 10 years.

☐ Path D: GAC Accredited Bachelor's or Postgraduate Degree

Requires minimum 24 months (2 years) of non-overlapping project leadership experience within the last 10 years.

STEP 2: TRAINING & EXPERIENCE CRITERIA

☐ 35 Contact Hours of Project Management Training

Verify at least 35 formal hours of project management instruction aligned to the PMP ECO. (Note: Books and practice exams alone do NOT count. Live instructor-led training must be from approved providers after Dec 1, 2026).

☐ CAPM Waiver (Alternative)

Active CAPM holders do NOT need to document the 35 hours. The project training requirement is fully waived.

☐ Non-Overlapping Months Rule

Tenure is tracked in months, not projects. If Project I (Jan-Mar) and Project II (Feb-May) overlap, they count as 5 total months (Jan-May), not 7 months.

☐ Professional Setting Requirement

All project leadership experience must be recorded in a professional setting. School/personal projects, degree-granting academic research, or home improvement do not qualify.

PMP® Exam Structure & Domain Weightings

DOMAIN I: PEOPLE

33% of Exam Items

Focuses on the interpersonal, leadership, and team management skills required to lead project teams successfully.

- 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% of Exam Items

Focuses on the technical, structural, and execution processes required to deliver successful projects.

- Task 1: Integrated plan & delivery
- Task 2: Scope development & management
- Task 3: Value-based delivery
- Task 4: Resource planning & management
- Task 5: Plan and manage procurement
- Task 6: Plan and manage finance
- Task 7: Quality and sustainability
- Task 8: Plan and manage schedule
- Task 9: Evaluate project status
- Task 10: Manage project closure

DOMAIN III: BUSINESS ENV.

26% of Exam Items

Focuses on aligning projects with organizational strategy, compliance, governance, and organizational change.

- Task 1: Define & establish governance
- Task 2: Compliance planning & management
- Task 3: Manage and control changes
- Task 4: Impediments, issues & blockers
- Task 5: Plan and manage risk
- Task 6: Continuous improvement
- Task 7: Support organizational change
- Task 8: External business environment

PROJECT ENVIRONMENT COVERAGE: Predictive, adaptive/agile, and hybrid approaches are integrated throughout all domains.

- Predictive Approaches: Represent approx. 40% of the exam items.
- Adaptive/Agile & Hybrid Approaches: Represent approx. 60% of the exam items. This applies dynamically across all domains.

Domain I: People — Tasks 1 to 4

TASK & EXAM ECO ENABLERS	SELF-RATING	STATUS
Task 1: Develop a common vision • Ensure a shared vision with key stakeholders • Promote and keep the vision current • Identify root causes of misunderstandings	1 2 3 4 5	☐ Review ☐ Practiced
Task 2: Manage conflicts • Identify and analyze conflict context • Implement agreed-on resolution strategy • Communicate conflict principles, manage ground rules	1 2 3 4 5	☐ Review ☐ Practiced
Task 3: Lead the project team • Establish expectations, empower team, and solve problems • Support varied perspectives; determine leadership style	1 2 3 4 5	☐ Review ☐ Practiced
Task 4: Engage stakeholders • Identify & analyze stakeholders; tailor communications • Execute engagement, optimize alignment, and build trust	1 2 3 4 5	☐ Review ☐ Practiced

ACTIVE RECALL & STUDY NOTES

1. KNOWLEDGE RETRIEVAL PROMPT:
What conflict resolution techniques (e.g., Collaborating, Compromising, Smoothing) are most suitable for adaptive teams?
2. LEADERSHIP SYNERGY:
Contrast servant leadership (highly utilized in adaptive/agile) with transactional/authoritative styles.
3. STAKEHOLDER MATRIX:
Define how stakeholder influence vs. interest affects communication frequency.

Domain I: People — Tasks 5 to 8

TASK & EXAM ECO ENABLERS	SELF-RATING	STATUS
Task 5: Align stakeholder expectations • Categorize stakeholders and identify expectations • Facilitate alignment discussions; leverage mentoring opportunities	1 2 3 4 5	☐ Review ☐ Practiced
Task 6: Manage stakeholder expectations • Identify internal & external customer expectations • Maintain outcomes to expectations; respond to customer satisfaction	1 2 3 4 5	☐ Review ☐ Practiced
Task 7: Help ensure knowledge transfer • Identify critical knowledge; gather and document learnings • Foster a collaborative environment for knowledge transfer	1 2 3 4 5	☐ Review ☐ Practiced
Task 8: Plan and manage communication • Define communication strategy; promote transparency • Establish feedback loop; support reporting & governance	1 2 3 4 5	☐ Review ☐ Practiced

ACTIVE RECALL & STUDY NOTES

1. KNOWLEDGE MANAGEMENT:
What is the difference between Tacit Knowledge (experience, context) and Explicit Knowledge (documents, codifiable)?
2. ALIGNMENT TECHNIQUES:
How do we resolve mismatched expectations between internal sponsors and external customers?
3. TRANSPARENCY TOOLS:
What information radiators (Kanban, Burn-down) best support transparent communication?

Domain II: Process — Tasks 1 to 3

TASK & EXAM ECO ENABLERS	SELF-RATING	STATUS
Task 1: Develop integrated plan & plan delivery • Assess project needs, complexity, and development approach • Estimate effort & resources; address sustainability needs • Create execution strategy and maintain integrated plans	1 2 3 4 5	☐ Review ☐ Practiced
Task 2: Develop and manage project scope • Define scope and obtain stakeholder agreement • Break down scope (WBS / backlog)	1 2 3 4 5	☐ Review ☐ Practiced
Task 3: Help ensure value-based delivery • Identify and prioritize value components • Assess opportunities for incremental delivery; track benefits	1 2 3 4 5	☐ Review ☐ Practiced

ACTIVE RECALL & STUDY NOTES

1. HYBRID LIFECYCLES:
How do we build an integrated plan that uses a predictive stage for procurement but adaptive sprints for design?
2. SCOPE BLOCK:
Explain the difference between WBS (deliverable-oriented decomposition) and Product Backlog (user-story priority list).
3. VALUE METRICS:
What metrics (NPV, ROI, IRR) prove a project was 'worth the effort and expense'?

Domain II: Process — Tasks 4 to 7

TASK & EXAM ECO ENABLERS	SELF-RATING	STATUS
Task 4: Plan and manage resources - Define and plan resource requirements - Optimize resource availability and allocation	1 2 3 4 5	☐ Review ☐ Practiced
Task 5: Plan and manage procurement - Determine procurement strategy and negotiate agreements - Select preferred contract types; evaluate vendor performance	1 2 3 4 5	☐ Review ☐ Practiced
Task 6: Plan and manage finance - Quantify risk & contingency financial allocations; track spend - Manage financial reserves; monitor financial variations	1 2 3 4 5	☐ Review ☐ Practiced
Task 7: Plan and optimize quality of deliverables - Plan quality tools/processes; manage Cost of Quality (CoQ) - Ensure regulatory compliance and sustainability; continuous improvement	1 2 3 4 5	☐ Review ☐ Practiced

ACTIVE RECALL & STUDY NOTES

1. CONTRACT TYPES:

When to use Fixed Price vs. Cost Reimbursable vs. Time & Materials (T&M) in different project environments?

2. COST OF QUALITY:

Contrast Prevention Costs (training, standards) and Appraisal Costs (testing, audits) with Failure Costs.

3. FINANCE & CONTROL:

How do we manage Management Reserves vs. Contingency Reserves?

Domain II: Process — Tasks 8 to 10

TASK & EXAM ECO ENABLERS	SELF-RATING	STATUS
Task 8: Plan and manage schedule • Build schedule based on development approach; baseline schedule • Estimate tasks (milestones, dependencies, story points) • Coordinate with other projects and operations; analyze variation	1 2 3 4 5	☐ Review ☐ Practiced
Task 9: Evaluate project status • Develop, measure, and analyze project metrics • Tailor and manage accessibility of key project artifacts • Communicate project status; review artifact effectiveness	1 2 3 4 5	☐ Review ☐ Practiced
Task 10: Manage project closure • Obtain stakeholder approval of project completion; set criteria • Validate transition readiness; close final accounts & lessons learned	1 2 3 4 5	☐ Review ☐ Practiced

ACTIVE RECALL & STUDY NOTES

1. SCHEDULE ESTIMATION:
Contrast traditional Critical Path Method (CPM) with adaptive Agile Estimation (Story Points, Planning Poker).
2. STATUS MEASUREMENT:
How is Earned Value Management (EVM) used to determine cost/schedule variance (CV, SV, CPI, SPI)?
3. TRANSITION CRITERIA:
What constitutes a successful transition to operations (e.g., training, manuals, formal acceptance)?

Domain III: Business Environment — Tasks 1 to 4

TASK & EXAM ECO ENABLERS	SELF-RATING	STATUS
Task 1: Define and establish project governance - Describe and establish structure, rules, reporting, and ethics - Define success metrics; outline governance escalation paths	1 2 3 4 5	☐ Review ☐ Practiced
Task 2: Plan and manage project compliance - Confirm security, safety, sustainability & compliance requirements - Analyze consequences of noncompliance; measure extent	1 2 3 4 5	☐ Review ☐ Practiced
Task 3: Manage and control changes - Execute change control process and communicate status - Implement approved changes and update project documentation	1 2 3 4 5	☐ Review ☐ Practiced
Task 4: Remove impediments and manage issues - Evaluate, prioritize, and address obstacles and blockers - Recognize when a risk becomes an issue; collaborate on resolution	1 2 3 4 5	☐ Review ☐ Practiced

ACTIVE RECALL & STUDY NOTES

1. GOVERNANCE VS. MANAGEMENT:
Define the distinct roles of the Project Board/Governance Committee versus the Project Manager.
2. COMPLIANCE ROADBLOCKS:
What are the sustainability and security regulations that commonly impact tech projects?
3. CHANGE CONTROL PATHS:
Compare the formal Change Control Board (CCB) process in predictive to the Backlog Grooming process in adaptive.

Domain III: Business Environment — Tasks 5 to 8

TASK & EXAM ECO ENABLERS	SELF-RATING	STATUS
Task 5: Plan and manage risk - Identify, analyze, monitor, and control project risks - Build and maintain risk register; execute response strategies	1 2 3 4 5	☐ Review ☐ Practiced
Task 6: Continuous improvement - Utilize lessons learned; update continuous processes - Update organizational process assets (OPAs)	1 2 3 4 5	☐ Review ☐ Practiced
Task 7: Support organizational change - Assess organizational culture; evaluate change impact - Determine required actions to support change alignment	1 2 3 4 5	☐ Review ☐ Practiced
Task 8: Evaluate external environment changes - Survey external business environment (tech, regulatory, geopolitical) - Assess and prioritize impact on scope and backlog dynamically	1 2 3 4 5	☐ Review ☐ Practiced

ACTIVE RECALL & STUDY NOTES

1. RISK STRATEGIES:
Recall positive risks/opportunities (Exploit, Share, Enhance, Accept) vs negative risks/threats (Avoid, Transfer, Mitigate, Accept).
2. CONTINUOUS FEEDBACK:
How do retrospectives in Agile differ from standard Lessons Learned workshops?
3. EXTERNAL ANALYSIS:
How can PESTLE (Political, Economic, Social, Technological, Legal, Environmental) be applied to evaluate backlog impacts?

PMP® Examination Format & Prep Targets

OFFICIAL EXAM SPECIFICATIONS

• 180 Total Questions

Includes 170 scored items and 10 pretest (unscored) questions randomly distributed across the exam to validate future question utility.

• 240 Minutes Total Time

4 hours to complete the test. The clock does not stop. Tutorial and post-exam surveys are optional and do not count against this time.

• Two 10-Minute Breaks

Scheduled breaks are built into the exam. Once you review and submit a section and start your break, you CANNOT return to previous questions.

• 2026 Question Modalities

Features multiple format varieties: Case scenarios (visual charts + consecutive questions), Enhanced matching (drag-and-drop to diagram locations), Graphic-based interpretation, Point-and-click hotspots, and Drop-down list completion.

YOUR STUDY PROGRESS CHECKLIST

☐ 35 Training Hours Fully Recorded

Ensure hours are logged, certificate of completion is saved, or CAPM waiver is verified.

☐ Workbook Active Recall Completed

All domain note blocks are thoroughly filled with concepts written in your own words.

☐ Mock Exam Goal: 80% on Hybrid Scenarios

Practice questions testing adaptive vs. predictive scenarios with mixed approaches.

☐ Practice 'Enhanced Matching' Formats

Simulate drag-and-drop burn-down chart interpretations or process diagram matchups.

☐ Familiarization with Break Strategy

Plan to execute 60 questions, review them, take break 1, execute 60 more, break 2, finish.

Retake Policy & Certification Maintenance (CCR)

RETAKING THE PMP EXAM

- **3 Attempts Allowed**

You may take the exam up to three times within your 1-year eligibility period to help assure valid assessment of knowledge.

- **1-Year Cool-off Period**

If you do not pass after 3 attempts, you must wait 1 year from the date of the last attempt before you can reapply for the PMP. During this cool-off year, you are welcome to apply for other PMI credentials.

- **Eligibility Expiration**

If your 1-year eligibility period expires without passing (even if you haven't used all 3 attempts), you must reapply. This ensures experience still aligns to the 10-year limit.

MAINTAINING YOUR CERTIFICATION

- **60 Professional Development Units (PDUs)**

PMP certification holders must accumulate and submit 60 PDUs every 3 years. This ensures continuous learning and staying current with industry trends.

- **Renewal Cycle**

The 3-year cycle begins the day you pass your PMP examination and ends on the same date three years later.

- **Earning PDUs**

PDUs are split between Education (academic courses, reading, webinars, training) and Giving Back to the Profession (creating content, volunteer work, practicing project management).

- **Reporting & Fees**

Submit and track earned PDUs on the online CCR System (CCRS) and pay the certification renewal fee before your cycle expiration date.

About Study Group

Our Mission

To empower PMP® and CAPM® candidates through a supportive, bilingual learning community that deepens understanding of PMI standards, builds exam confidence, and enables practical knowledge sharing among peers and experienced practitioners.

Our Vision

To create a vibrant, inclusive study community that turns exam preparation into a collaborative learning experience, inspiring a new generation of certified project professionals across Germany and beyond.

We're here to help! We are a community of dedicated PMI volunteers supporting professionals on their certification journey and sharing the latest knowledge in project management.

 Check our Event Calendar and register: <https://pmi-gc.de/event>

 Stay informed. Subscribe to our newsletter for upcoming sessions, useful tips, and latest SG news:

[PMI Germany Chapter e.V. – Newsletteranmeldung Study Group](#)

 Join the conversation! Share your questions, experiences, and ideas with the community. Let's learn and grow together!

 Learn more about PMI Germany Chapter e.V.: <https://pmi-gc.de/>

 Questions? Contact lerngruppe@pmi-gc.de



Season II Study Group Sessions

- 06.10.26 - Business Environment: Risk Management par excellence
- 13.10.26 - Process: Develop an integrated project management plan and plan delivery
- 03.11.26 - Business environment: Manage and control change
- 10.11.26 - Deep dive: Hints & tips for answering exam questions
- 17.11.26 - Process: Plan and manage finance
- 24.11.26 - People: Adaptive Leadership and Conflict Resolution in Project Environments
- 01.12.26 - Deep dive: PMI miniset
- 08.12.26 - People: Knowledge Architecture & Communication Governance
- 15.12.26 - Deep dive: PMP certification journey

Every time pm if not otherwise mentioned.

 Check our Event Calendar and register: <https://pmi-gc.de/event>

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