

PMP® 2026 Project Management Professional Course Outline

Professional preparation for contemporary project leadership, delivery and
PMP® examination readiness.

Course Overview

This PMP® preparation course develops the knowledge, judgment and practical capability needed to manage projects across predictive, agile and hybrid environments. It covers people leadership, delivery processes, business context, value realization, governance, technology, AI and sustainability.

Duration	35 contact hours
Delivery	Classroom, virtual instructor-led or blended
Approaches	Predictive, Agile/Adaptive and Hybrid
Assessment	Knowledge checks, scenario questions and mock examination

Target Audience

- Project managers and aspiring project managers
- Project coordinators, project officers and project administrators
- Programme and portfolio professionals
- PMO managers and PMO team members
- Team leaders, supervisors and functional managers involved in projects
- Business analysts, consultants and technical professionals with project responsibilities
- Agile practitioners working in hybrid project environments
- Professionals preparing for the PMP® certification examination

Prerequisites

There are no mandatory prerequisites to attend the training itself. However, participants intending to apply for the PMP® examination should review and satisfy PMI's current education, project experience and training eligibility requirements before submitting their application.

- A basic understanding of project work and project terminology is helpful.
- Practical exposure to projects is recommended so participants can relate concepts to real project situations.
- Candidates should be comfortable working with business scenarios, team situations and basic project calculations.
- PMP examination candidates should confirm the latest official PMI eligibility requirements before applying for the exam.

Learning Objectives

- Apply project-management principles across predictive, agile and hybrid environments.
- Lead teams, engage stakeholders, manage conflict and facilitate decisions.
- Plan and control scope, schedule, resources, cost, quality, risk and procurement.
- Align projects with strategy, governance, compliance, benefits and organizational value.
- Use data, automation and AI responsibly to support project decisions.
- Prepare effectively for scenario-based PMP examination questions.

Exam Domain Emphasis

Domain	Weight
People	33%
Process	41%
Business Environment	26%

Detailed Course Content

1. PMP and Modern Project Management Foundations

- PMP certification and exam overview
- Projects, programs, portfolios and operations
- Role and responsibilities of the project manager
- Project life cycles and development approaches
- Predictive, adaptive/agile and hybrid environments
- Organizational structures and PMOs
- Project governance and tailoring
- Project success, outcomes and value delivery

2. Building and Leading Effective Project Teams

- Establishing a shared project vision
- Building high-performing teams
- Team roles, responsibilities and ground rules
- Leadership styles and servant leadership
- Emotional intelligence and motivation
- Diversity and inclusion
- Virtual and distributed teams
- Empowerment, training, coaching and mentoring

3. Stakeholder Engagement and Communication

- Stakeholder identification, analysis and prioritization
- Stakeholder engagement strategies and expectations
- Internal and external customers
- Communication planning, methods and channels
- Managing difficult stakeholders
- Negotiation and collaboration
- Project reporting and information radiators
- Building stakeholder alignment

4. Conflict, Collaboration and Decision-Making

- Sources and types of project conflict
- Conflict management techniques
- Root-cause analysis
- Collaborative problem-solving
- Facilitating team decisions
- Negotiation techniques
- Managing disagreements and escalation
- Building psychological safety and trust

5. Project Initiation and Planning

- Business case and project justification
- Benefits and value management
- Project charter
- Assumptions and constraints
- Requirements and scope management
- Work Breakdown Structure (WBS)
- Product and project roadmaps
- Release planning
- Project management plan
- Planning in predictive, agile and hybrid projects

6. Schedule and Resource Management

- Activity definition, sequencing and dependencies
- Network diagrams and Critical Path Method
- Schedule estimation and milestones
- Schedule compression
- Resource planning and optimization
- Agile estimation, story points and velocity
- Iteration and release planning

7. Cost, Budget and Financial Management

- Cost estimation and budgeting
- Cost baseline
- Contingency and management reserves
- Project financial concepts
- Earned Value Management (PV, EV and AC)
- CPI and SPI
- EAC, ETC, VAC and TCPI
- Forecasting project performance

8. Quality and Delivery Management

- Quality planning, assurance and control
- Quality metrics and cost of quality
- Continuous improvement and Lean concepts
- Root-cause analysis
- Definition of Done and acceptance criteria
- Verification and validation
- Delivering fit-for-purpose outcomes

9. Project Risk and Uncertainty Management

- Riskmanagement planning
- Identifying threats and opportunities
- Qualitative and quantitative risk concepts
- Risk prioritization
- Risk response strategies and risk owners
- Risk register and reporting
- Managing uncertainty and ambiguity
- Agile approaches to risk
- Monitoring emerging risks

10. Procurement and Vendor Management

- Make-or-buy decisions
- Procurement planning
- Contract types: fixed-price, cost-reimbursable and time & materials
- Vendor selection and negotiation
- Contract administration
- Supplier performance
- Procurement risks
- Closing contracts

11. Executing, Monitoring and Controlling Projects

- Directing project work
- Managing project knowledge
- Monitoring project performance
- Performance measurement
- Issue management
- Integrated change control
- Configuration management
- Managing scope, schedule and cost changes
- Corrective and preventive actions
- Lessons learned

12. Agile and Hybrid Project Management

- Agile mindsetand principles
- Scrum framework and accountabilities
- Product backlog and backlog refinement
- Sprint planning, Daily Scrum, Sprint Review and Retrospective
- Kanban, Lean and flow-based approaches
- User stories and acceptance criteria
- Agile estimation, velocity and burn charts
- Scaling considerations
- Hybrid project management
- Selecting and tailoring an appropriate approach

13. Business Environment, Governance and Compliance

- Connecting projects to organizational strategy
- Business value and benefits realization
- Governance structures
- Regulatory and compliance requirements
- Organizational policies
- External business environment
- Market and environmental changes
- Organizational change management
- Supporting business transformation
- Measuring project outcomes and impact

14. AI, Technology and Data in Project Management

- AI applications in project management
- AI-assisted planning and estimation
- AI-supported risk identification
- Data-driven project decision-making
- Dashboards and project analytics
- Automation of project activities
- Evaluating AI-generated information
- Responsible and ethical use of AI
- Data quality and security considerations
- Human oversight and professional judgment

15. Sustainability and Responsible Project Management

- Sustainability considerations in projects
- Environmental and social impacts
- Sustainable decision-making
- Balancing value, cost and sustainability
- Long-term project outcomes
- Responsible resource utilization
- Sustainability within business strategy

16. Project Closure, Transition and Value Realization

- Project and phase closure
- Product/service transition
- Formal acceptance
- Knowledge transfer
- Lessons learned
- Closing procurements
- Releasing project resources
- Benefits realization
- Measuring outcomes against objectives
- Post-project evaluation

17. PMP Exam Preparation

- Current PMP exam structure
- People domain review - 33%
- Process domain review - 41%
- Business Environment review - 26%
- Predictive vs. agile/hybrid scenarios
- Scenario-based question techniques
- Exam time management
- Situational decision-making questions
- Practice questions by domain
- Mock examination and final review