Domain	Task Name	ID #	Enabler
			Exam Content Outline to PMBOK 6th Edition
PEOPLE 42%	Manage conflict 1.1	1.1.1	Interpret the source and stage of the conflict
		1.1.2	Analyze the context for the conflict
		1.1.3	Evaluate / recommend / reconcile the appropriate conflict resolution solution
	Lead a team 1.2	1.2.1	Set a clear vision and mission
		1.2.2	Support diversity and inclusion (e.g., behavior types, thought process)
		1.2.3	Value servant leadership (e.g., relate the tenets of servant leadership to the team)
		1.2.4	Determine an appropriate leadership style (e.g., directive, collaborative)
		1.2.5	Inspire, motivate, and influence team members/stakeholders (e.g., team contract, social contract, reward system)
		1.2.6	Analyze team members and stakeholders' influence
		1.2.7	Distinguish various options to lead various team members and stakeholders
	Support team performance 1.3	1.3.1	Appraise Team Member Performance against Key Performance Indicators
		1.3.2	Support and recognize team member growth and development
		1.3.3	Determine appropriate feedback approach
		1.3.4	Verify performance improvements
	Empower team members and stakeholders	1.4.1	Organize around team strengths
		1.4.2	Support team task accountability
		1.4.3	Evaluate demonstration of task accountability
		1.4.4	Determine and bestow level(s) of decision making authority
	Ensure team members/stakeholders are adequately trained 1.5	1.5.1	Determine required competencies and elements of training
		1.5.2	Determine training options based on training needs
		1.5.3	Allocate resources for training
		1.5.4	Measure training outcomes
	Build a team 1.6	1.6.1	Appraise stakeholder skills
		1.6.2	Deduce project resource requirements
		1.6.3	Continuously assess and refresh team skills to meet project needs
		1.6.4	Maintain team and knowledge transfer
	Address and remove impediments, obstacles, and blockers for the team 1.7	1.7.1	Determine critical impediments, obstacles, and blockers for the team
		1.7.2	Prioritize critical impediments, obstacles, and blockers for the team
		1.7.3	Use network to implement solutions to remove impediments, obstacles, and blockers for the team
		1.7.4	Re-assess continually to ensure impediments, obstacles, and blockers for the team are being addressed
	Negotiate project agreements 1.8	1.8.1	Analyze the bounds of the negotiations for agreement
		1.8.2	Assess priorities and determine ultimate objective(s)
		1.8.3	Verify objectives of the project agreement are met
		1.8.4	Participate in agreement negotiations
		1.8.5	Determine a negotiation strategy

Collaborate with stakeholders 1.9	1.9.1	Evaluate engagement needs for stakeholders
	1.9.2	Optimize alignment between stakeholder needs, expectations and project objectives
	1.9.3	Build trust and influence stakeholders to accomplish project objectives
Build shared understanding 1.10	1.10.1	Breakdown situation to identify the root cause of a misunderstanding
	1.10.2	Survey all necessary parties to reach consensus
	1.10.3	Support outcome of parties' agreement
	1.10.4	Investigate potential misunderstandings
Engage and support virtual teams 1.11	1.11.1	Examine Virtual Team Member Needs (e.g., environment, geography, culture, global, etc.)
	1.11.2	Investigate alternatives (.e.g, communication tools, co-location) for Virtual Team Member engagement
	1.11.3	Implement options for Virtual Team Member engagement
	1.11.4	Continually evaluate effectiveness of Virtual Team Member engagement
Define team ground rules 1.12	1.12.1	Communicate organizational principles with team and external stakeholders
	1.12.2	Establish an environment that fosters adherence to the ground rules
	1.12.3	Manage and rectify ground rule violations
Mentor relevant stakeholders 1.13	1.13.1	Allocate time to mentoring
	1.13.2	Recognize and act on mentoring opportunities
Promote team performance through the application of emotional intelligence 1.14	1.14.1	Assess behavior through the use of personality indicators
	1.14.2	Analyze personality indicators and adjust to the emotional needs of key project stakeholders
Execute project with the urgency required to deliver business value 2.1	2.1.1	Assess opportunities to deliver value incrementally
	2.1.2	Examine the business value throughout the project
	2.1.3	Support the team to subdivide project tasks as necessary to find the Minimum Viable Product
Manage communications 2.2	2.2.1	Analyze communication needs of all stakeholders
	2.2.2	Determine communications methods, channels, frequency, and level of detail for all stakeholders
	2.2.3	Communicate project information & updates effectively
	2.2.4	Confirm communication is understood and feedback is received
Assess and manage risks 2.3	2.3.1	Determine risk management options
	2.3.2	Iteratively assess and prioritize risks
Engage stakeholders 2.4	2.4.1	Analyze stakeholders (e.g., power interest grid, influence, impact)
	2.4.2	Categorize stakeholders
	2.4.3	Engage stakeholders by category
	2.4.4	Develop, execute, and validate a strategy for stakeholder engagement
Plan and manage budget and resources 2.5	2.5.1	Estimate budgetary needs based on the scope of the project and lessons learned from historical projects
	2.5.2	Anticipate future budget challenges
	2.5.3	Monitor budget variations and work with governance process to adjust as necessary

		2.5.4	Plan and manage resources
	Plan and manage schedule 2.6	2.6.1	Estimate project tasks (milestones, dependencies, story points)
		2.6.2	Utilize benchmarks and historical data
		2.6.3	Prepare schedule based on methodology
		2.6.4	Measure ongoing progress based on methodology
		2.6.5	Modify schedule, as needed, based on methodology
		2.6.6	Coordinate with other projects and other operations
	Plan and manage quality of products/ deliverables 2.7	2.7.1	Determine quality standard required for project deliverables
		2.7.2	Recommend options for improvement based on quality gaps
		2.7.3	Continually survey project deliverables quality
	Plan and manage scope 2.8	2.8.1	Determine and prioritize requirements
		2.8.2	Break down scope (e.g., WBS, backlog)
		2.8.3	Monitor and validate scope
PROCESS 50%	Integrate project planning activities 2.9	2.9.1	Consolidated the project/phase plans
		2.9.2	Assess consolidated project plans for dependencies, gaps, and continued business value
		2.9.3	Analyze the data collected
		2.9.4	Collect and analyze data to make informed project decisions
		2.9.5	Determine critical information requirements
	Manage project changes 2.10	2.10.1	Anticipate and embrace the need for change (e.g., follow change management practices)
		2.10.2	Determine strategy to handle change
		2.10.3	Execute change management strategy according to the methodology
		2.10.4	Determine a change response to move the project forward
	Plan and manage procurement 2.11	2.11.1	Define resource requirements and needs
		2.11.2	Communicate resource requirements
		2.11.3	Manage suppliers/contracts
		2.11.4	Plan and manage procurement strategy
		2.11.5	Develop a delivery solution
	Manage project artifacts 2.12	2.12.1	Determine the requirements (what, when, where, who etc.) for managing the Project artifacts
		2.12.2	Validate that the project information is kept up to date (i.e., version control) and accessible to all Stakeholders
		2.12.3	Continually assess the effectiveness of the management of the Project artifacts
	Determine appropriate project methodology/ methods and practices 2.13	2.13.1	Assess project needs, complexity, and magnitude
		2.13.2	Recommend project execution strategy (e.g., contracting, finance)
		2.13.3	Recommend a project methodology/approach (i.e, predictive, agile, hybrid)
		2.13.4	Use iterative, incremental practices throughout the project lifecycle (e.g., lessons learned, stakeholder engagement, risk)
	Establish project governance structure 2.14	2.14.1	Determine appropriate governance for a project (e.g., replicate organizational governance)
		2.14.2	Define escalation paths and thresholds
		2.15.1	Recognize when a risk becomes an issue

	Manage project issues 2.15	2.15.2	Attack the issue with the optimal action to achieve project success
		2.15.3	Collaborate with relevant stakeholders on the approach to resolve the issues
	Ensure knowledge transfer for project continuity 2.16	2.16.1	Discuss project responsibilities within team
		2.16.2	Outline expectations for working environment
		2.16.3	Confirm approach for knowledge transfers
	Plan and manage project/phase closure or transitions 2.17	2.17.1	Determine criteria to successfully close the project or phase
		2.17.2	Validate readiness for transition (e.g., to operations team or next phase)
		2.17.3	Conclude activities to close out project or phase (e.g., final lessons learned, retrospective, procurement, financials, resources)
BUSINESS ENVIRONMENT 8%	Plan and manage project compliance 3.1	3.1.1	Confirm project compliance requirements (e.g., security, health and safety, regulatory compliance)
		3.1.2	Classify compliance categories
		3.1.3	Determine potential threats to compliance
		3.1.4	Use methods to support compliance
		3.1.5	Analyze the consequences of noncompliance
		3.1.6	Determine necessary approach and action to address compliance needs (e.g., risk, legal)
		3.1.7	Measure the extent to which the project is in compliance
	Evaluate and deliver project benefits and value 3.2	3.2.1	Investigate that benefits are identified
		3.2.2	Document agreements on ownership for ongoing benefits
		3.2.3	Verify measurement system is in place to track benefits
		3.2.4	Evaluate delivery options to demonstrate value
		3.2.5	Appraise stakeholders of value gain progress
	Evaluate and address external business environment changes for impact on scope 3.3	3.3.1	Survey changes to external business environment (e.g., regulations, technology, geopolitical, market)
		3.3.2	Assess and prioritize impact on project scope/backlog based on changes in external business environment
		3.3.3	Recommend options for scope/backlog changes (e.g. schedule, cost changes)
		3.3.4	Continually review external business environment for impacts on project scope/backlog
	Support organizational change 3.4	3.4.1	Assess organizational culture
		3.4.2	Evaluate impact of organizational change to project and determine required actions
		3.4.3	Evaluate impact of the project to the organization and determine required actions
Totals 100%	35	133	