

# PMP Exam 2026:

## What Really Changes and What Doesn't

*PMP nu devine mai greu.*

*PMP devine diferit.*

Narciss Popescu, PgMP, PMP

PM Access · Trainer & Consultant



# Cand planifici sa sustii examenul PMP?



Inainte de 9 iulie 2026



Dupa 9 iulie 2026



Nu stiu inca



Nu ma pregatesc inca pentru PMP - sunt aici sa ma informez

# Why PMI is updating the PMP exam



AI and emerging technologies



Sustainability considerations



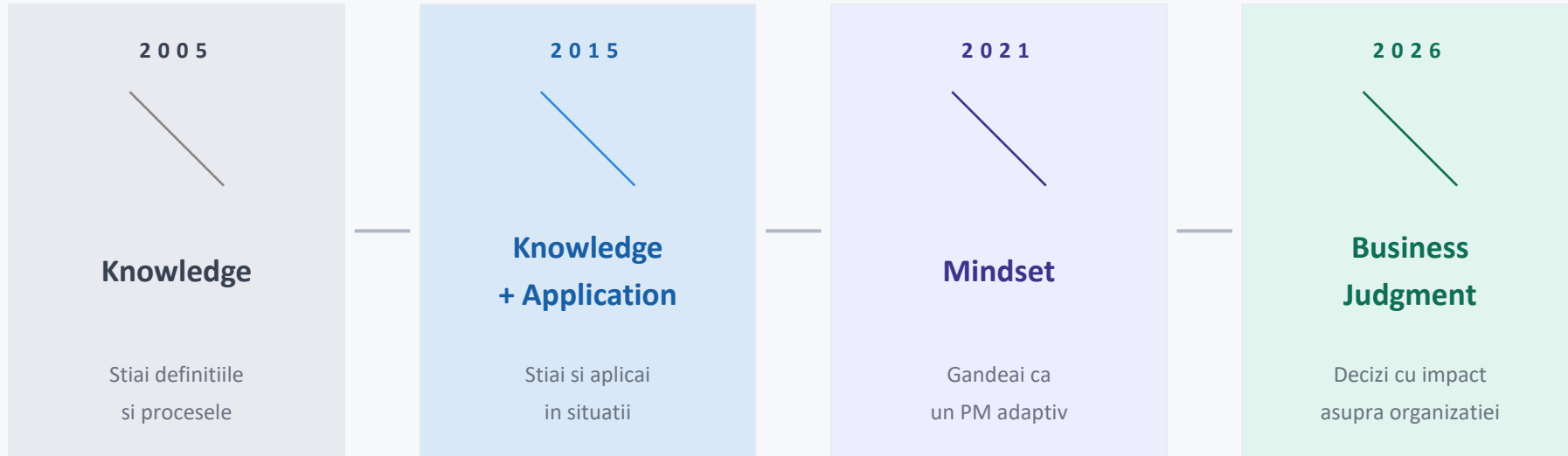
Stakeholder engagement



Outcomes and value delivery

*The updated exam reflects how projects are actually being managed today.*

# PMP Exam Evolution



*Adevarata intrebare nu este: 'Ce se schimba in examen?'*

*Ci: 'Ce tip de PM vrea PMI sa certifice in 2026?'*

*\* My interpretation based on 20 years of practice and PMI published changes.*

# PMI's official summary

*Tot ce urmeaza in webinar porneste de aici.*

## Content & Focus Areas

- AI and emerging technologies
- Sustainability considerations
- Stakeholder engagement
- Outcomes and value delivery

## Domain Rebalancing

- People: 42% → 33%
- Process: 50% → 41%
- Business Environment: 8% → 26%
- Balances leadership, technical & strategic skills

## Approach

- Covers predictive and agile methods
- Hybrid applications
- Greater emphasis on adaptive dynamics
- Real-world project scenarios

## Exam Experience

- 180 questions · 240 minutes
- More interactive and scenario-based
- More complex question formats
- Reflects real project environments

# Care schimbare va ingrijoreaza cel mai mult?



Case Studies - nu stiu cum sa le abordez



Business Environment creste de la 8% la 26%



Ponderea Adaptive/Hybrid creste la 60%



Tipurile noi de intrebari (Graphic, Matching, Dropdown)

# Exam format

INTREBARI

180

Scored: 170 · unscored: 10

TIMP ALOCAT

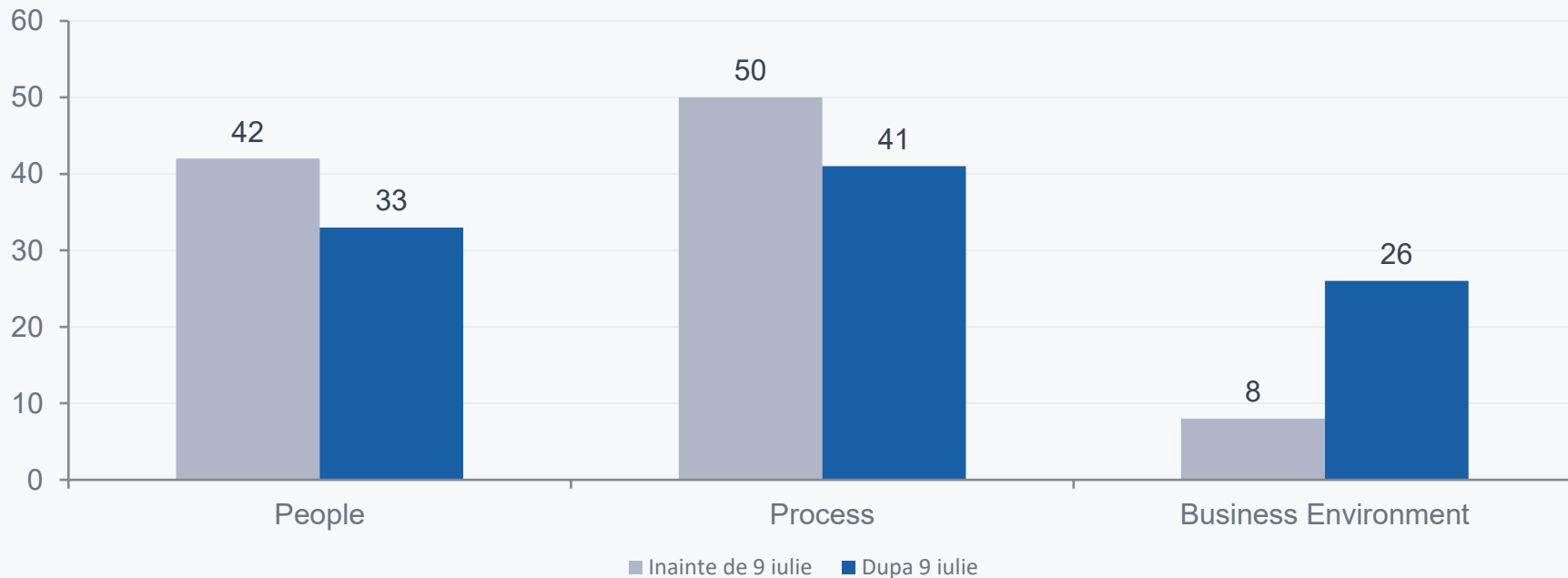
240

*minute (era 230)*

## Ce se schimba cu adevarat in experienta examenului:

- More Adaptive, AI, Tailoring and Sustainability
- More interactive - case study, graphic, matching, pull-down, point-and-click
- More scenario-based - contextul conteaza mai mult ca formula corecta

# Domain weights



**Adevarata schimbare nu este referitoare la formatul intrebarilor.**

B U S I N E S S   E N V I R O N M E N T

T R I P L E S

8%



26%

# What the published changes suggest

## TESTING MORE

- ✓ Value delivery & benefits realization
- ✓ Business outcomes & ROI
- ✓ Strategic alignment
- ✓ Organizational change management
- ✓ Stakeholder ecosystems
- ✓ Project judgment in context

## TESTING LESS

- ✗ Terminology memorization
- ✗ Process sequencing by the book
- ✗ Mechanical formula application
- ✗ Isolated ITTO recall
- ✗ Single-question scenario thinking

# New question types

01

## Case or Scenario

Detailed scenario + series of questions  
Available on all modalities

02

## Graphic-Based Questions

Interpret charts, graphs, diagrams or images  
Available on all modalities

03

## Enhanced Matching

Drag a box to a specific location on a chart  
CBT only

04

## Point and Click

Click the correct area / hotspot on an image  
CBT only

05

## Matching + Pull-down List

Pair items from different lists or select the correct answer from a drop-down list · CBT only

# Breaks

INAINTE

**2 × 10 min**

Prima: dupa primele 60 intrebari

A doua: dupa urmatoarele 60

DUPA 9 IULIE

**2 × 10 min**

Prima: dupa sectiunea Case Study

A doua: la jumatatea intrebarilor independente

Sursa ECO 2026: "The first break occurs after the case-study section, and the second break occurs approximately midway through the independent question portion."

# Care este situatia ta?

## Candidat A

### Examen inainte de 9 iulie

- Pregatirea actuala ramane complet valabila
- Nu pierzi nimic din ce ai invatat pana acum
- Focus pe ritmul de studiu - ai timp daca esti la 60%+

## Candidat B

### Deja in process de pregatire, Examen dupa 9 iulie

- More focus pe: Business Environment, Value, Benefits, ROI, AI, Sustainability, Tailoring
- Adaugi: abordare Case Study - contextualizare, nu memorare
- Ce stii deja ramane valabil - construiesti peste

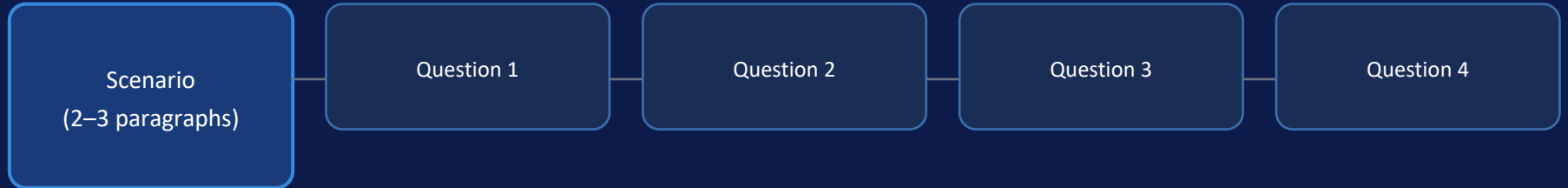
## Candidat C

### Incepi pregatirea in 2026–2027

- Avantaj: incepi direct cu ECO-ul nou
- Nu trebuie sa 'mapezi' si sa 'reinveti'
- Noul format e mai clar si mai logic

# Question Type #1

## Case Study



*Nu mai raspunzi la o intrebare.*

*Traiesti intr-un proiect timp de 4-5 intrebari.*

## Case Study

### SCENARIO

A public healthcare authority is leading a multi-year program to modernize clinical data platforms, patient-facing services, and compliance infrastructure across five regions. Funded jointly by central government and regional health authorities - each with distinct mandates, patient demographics, and legacy systems.

Delivery is hybrid: core interoperability layers follow a predictive model (regulatory/audit requirements); patient-engagement modules are developed iteratively. External vendors supply cloud infrastructure, analytics, and regional integration under contracts ranging from fixed-price to agile retainers.

Governance was designed for single-region capital projects. As the program spans regions, organizational boundaries blur, decision authority overlaps, and change requests compete with delivery sprints. A new national digital health strategy is in draft - its alignment with current program scope remains unclear. Stakeholders: clinicians, regulators, IT leads, patient groups, ministry officials - each defining 'success' differently.

### INTREBAREA

**The national digital health strategy is released in draft form, proposing a shift toward federated data architecture that may invalidate two of the program's core design decisions. Regional leads interpret the draft differently - some argue the program must halt pending finalization, others say delivery should continue unchanged. Senior leadership asks the PM for a recommendation. What should the project manager do?**

A. Pause impacted workstreams and commission a formal impact analysis before resuming delivery on affected components.

B. Continue delivery without changes until the strategy is officially published and formally adopted by the authority.

C. Escalate the ambiguity to the program sponsor and suspend all workstreams until written guidance is received.

D. Update the program backlog immediately to reflect the draft architecture, minimizing future rework if the strategy is adopted.

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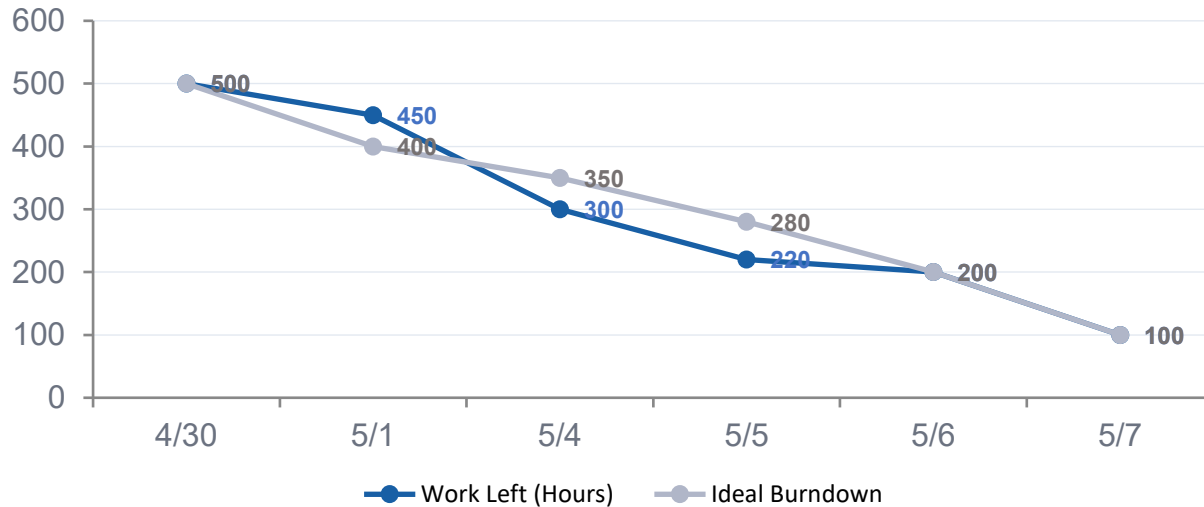
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## Enhanced Matching

Using the project status boxes on the right side, drag each box to a point on the burn down chart where the project indicates that status.

### Project team A - Burn down chart



Ahead of schedule 1

Ahead of schedule 2

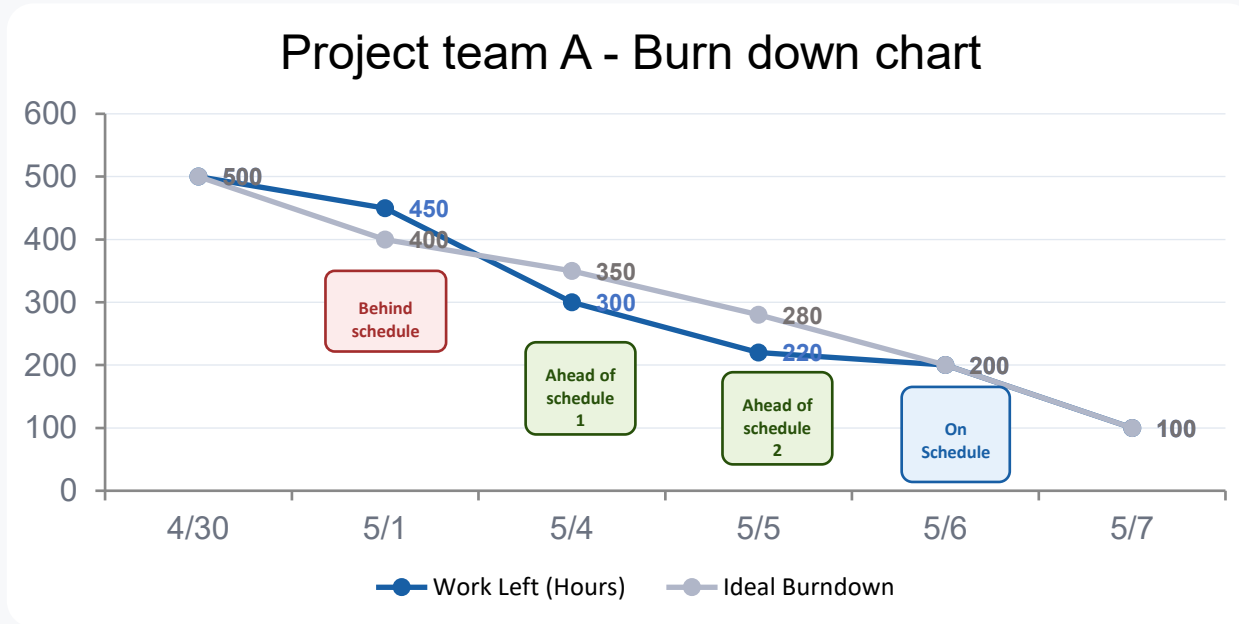
On Schedule

Behind schedule

In examen: tragi fiecare casuta in punctul corespunzator de pe grafic. CBT only.

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# Graphic-Based Question

## CONTEXT

High staff turnover at BSC caused frustration among B2B customers due to loss of historical information in Outlook emails.

BSC is adopting Salesforce Service Cloud (SFSC) to enhance visibility and management of customer queries.

Project expected to deliver \$10M annually but business case showed only \$4M in benefits.

Project sponsor needed to address concerns from the Business Transformation Office (BTO) and engage with the agile practitioner for clarification.

**Alegeti: A, B, C, D, E sau F**

## Requirements Traceability Matrix (RTM) — Excerpt

### Requirement ID | Requirement Description

<b>RQ001</b>	Salesforce Service Cloud — out-of-the-box functionality for B2B
<b>RQ002</b>	Accelerate email deflection, reducing CSA intervention
<b>RQ003</b>	Improve email resolution speed, ensuring timely responses
<b>RQ004</b>	Advanced analytics including BI and solution usage visibility
<b>RQ005</b>	AI automated case classification, best reply generation
<b>RQ006</b>	CSAT surveys after each case and automated escalation

## INTREBAREA

**Which specific requirements within the Salesforce Service Cloud implementation contribute MOST to the \$4 million in reduced benefit?**

A. RQ001

B. RQ002

C. RQ003

D. RQ004

E. RQ005

F. RQ006

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**Which specific requirements within the Salesforce Service Cloud implementation contribute MOST to the \$4 million in reduced benefit?**

A. RQ001

B. RQ002

C. RQ003

D. RQ004

**E. RQ005**

F. RQ006

# Question Type #4 — Matching

Match the role with its corresponding job description.

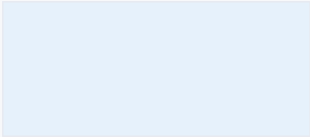
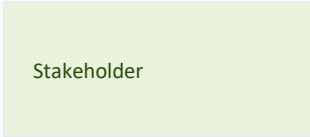
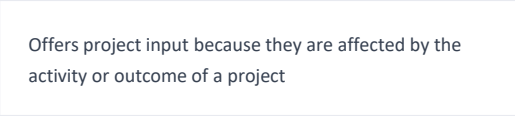
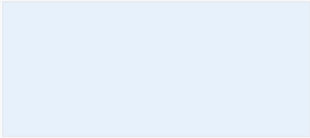
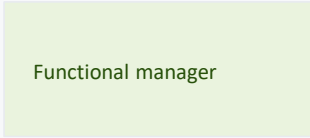
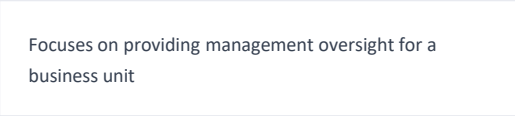
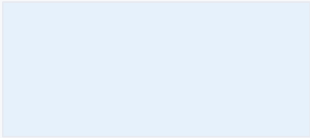
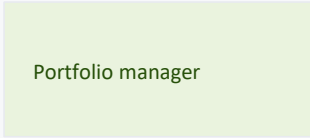
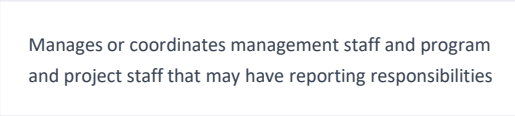
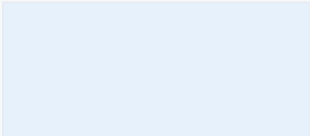
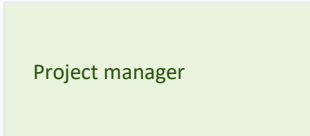
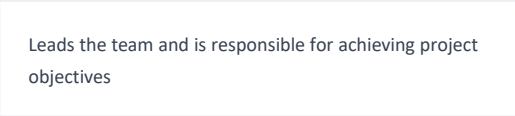
INAINTRE (de raspuns)

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

# Question Type #4 — Matching

Match the role with its corresponding job description.

DUPA (raspuns corect)

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

## Pull-down List

Which plan specifies how formal acceptance of completed project deliverables will be obtained?

Select...



Select...

Requirements Management Plan

Financial Management Plan

Scope Management Plan

Schedule Management Plan

Quality Management Plan

Communication Management Plan

Stakeholder Engagement Plan

## Pull-down List

Which plan specifies how formal acceptance of completed project deliverables will be obtained?

Select...



Select...

Requirements Management Plan

Financial Management Plan

**Scope Management Plan**

### Cum gandesti la examen:

Formal acceptance = Validate Scope, proces care este definit in Scope management Plan. Nu memorezi definitia - recunosti ce descrie fraza in context.

**Raspuns corect: Scope Management Plan. CBT only - selectezi din lista derulanta.**

# What stays the same

- ✓ Situational mindset
- ✓ Servant leadership
- ✓ Value delivery
- ✓ Stakeholder management
- ✓ Agile & Hybrid thinking
- ✓ Risk thinking
- ✓ PMP logic

**Daca inveti bine PMP-ul actual, nu pierzi nimic. Construiesti peste.**

# Observati ceva?

Niciuna din intrebarile de azi nu testa memorarea unei definitii.

Toate au testat conexiuni:

- Conexiuni intre procese si decizii
- Conexiuni intre stakeholderi si risc
- Conexiuni intre proiect si business

**Exact din acest motiv am construit PM Nexus.**

# PM Nexus



Explore

Apply

Grow

Log in / Sign up

Start Free

PM Nexus / Explore / **Interactive Map**

## Interactive Map

Select a process to explore details, inputs, and impact.

Search processes...

All Domains

All Focus Areas

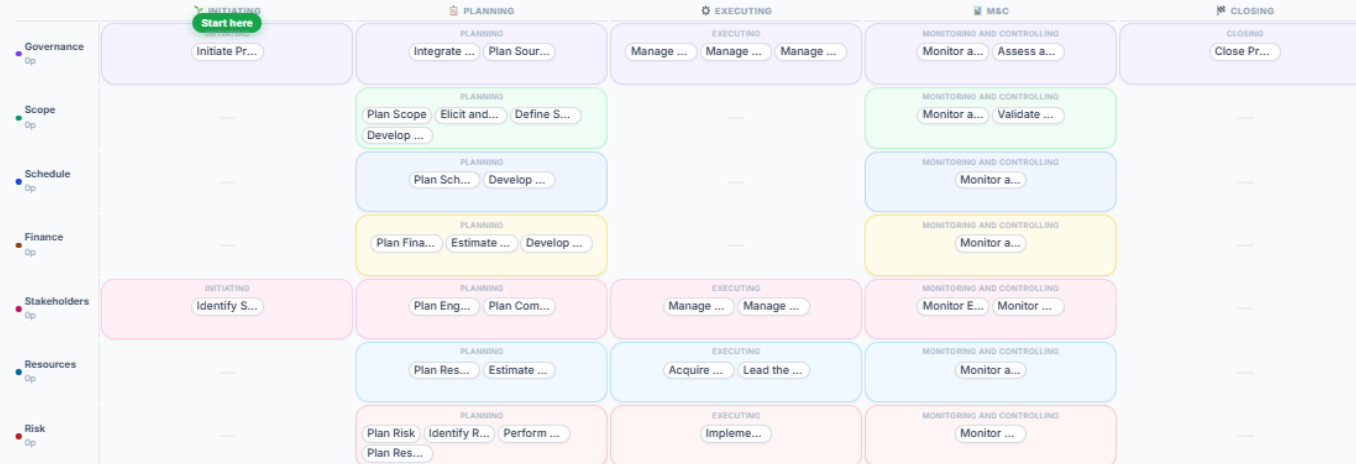
Free only

100%

Connections

Structure

Domains



# PM Nexus

*Second screen pentru pregatirea PMP*

*Understanding connections, not memorizing definitions.*

## Interactive Map

Vizualizeaza toate conexiunile dintre procese si artefacte

## Process Explorer

Intelega fiecare proces in context, nu izolat

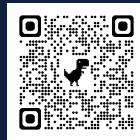
## ITTO Explorer

Fluxuri complete, nu memorare mecanica



## Early Access pentru participantii de azi

- ✓ Acces gratuit la Learning Journey
- ✓ Interactive Map complet
- ✓ Process Explorer — toate cele 40 procese
- ✓ ITTO Explorer
- ✓ Disponibil acum pe [pmnexus.io](https://pmnexus.io)
- ✓ Lansare oficiala: iulie 2026



**PMP is changing.**

**PMBOK Guide is changing.**

**The way we learn project management should change too.**

**PMP is changing.**

**Less memorization.**

**More understanding.**

**More judgment.**



Built for exactly that.

Early Access Available Today · Official Launch: July 2026 · [pmnexus.io](https://pmnexus.io)

# 3 things I want you to remember

1

**PMP is changing, but not becoming harder.**

Diferit, nu mai greu. Aceasta este concluzia.

2

**Business Environment is the biggest shift.**

De la 8% la 26% - o singura cifra rezuma totul.

3

**If you're already preparing, don't panic.**

Ce stii deja ramane valabil. Construiesti peste.

**Q & A**

# PDU

PDU Claim Code: **4362ONPTLI**

2 PDUs

ATP ID: 4362

Event ID: PMA2021

"The exam is becoming less about remembering project management and more about thinking like a project manager."

