

PMP — The transition to PMBOK® Guide 8

What is changing in 2026 and what you need to decide

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Agenda

Welcome + some context

Why now. A brief overview of PMBOK 6 → 7 → 8.

The new architecture

6 Principles, 7 Domains, 5 Focus Areas, 40 Processes

What's new

Governance, Finance, AI и Sustainability.

What goes away

Quality, Communications, Procurement.

PMP® exam 2026

Domains' weights, format, requirements

Decision-tree и Q&A

The current or the new exam? Other questions.

The cut-off date

9 July 2026

New PMP® exam, following PMBOK® Guide 8th Edition.

The current version is available until July 8, 2026. After that date, the exam only exists in its new form.



Why now

01

Evolution of the standard

49 processes -> 12 principles -> 6 principles-> 40 processes

2017



PMBOK 6

10 Knowledge Areas
49 Processes
5 Process Groups

2021



PMBOK 7

12 principles
8 Performance Domains
No processes

2025



PMBOK 8

6 Principles
7 Domains, 5 Focus Areas
40 Processes

MAIN TAKEAWAY

PMBOK 8 brings back structure without losing flexibility. Processes are no longer in a separate document — they are embedded in performance domains and are non-prescriptive.

Why PMI changed PMBOK 7

01

The principles were "too vague"

Practitioners felt a lack of support points for daily work and training.

02

The two documents confused people

PMBOK 7 + Process Groups Guide functioned as two different systems

03

World changed

AI, sustainability, remote teams — topics that PMBOK 7 only hinted at.

04

The exam remained process-based

ECO continued to follow a process-oriented logic despite the change in the standard.



PMBOK 8 architecture

02

PMBOK 8 - The 4 Layers

6

PRINCIPLES

Why we do it
Ethical and behavioral
guidelines

7

PERFORMANCE DOMAINS

What we do
Groups of related
practices

5

FOCUS AREAS

When do we do it
Logical sequence of
work

40

PROCESSES

How to do it
Recommended
tools

Together they answer the questions WHY, WHAT, WHEN, and HOW — a unified framework that restores structure without losing flexibility.

6 Principles

01

Holistic view

Project management as a value delivery system, not as a coordination of pieces

02

Focus on value

Value displaces the delivery of results as the central goal

03

Embed quality

Quality is not a separate activity — it is integrated into every solution

04

Lead accountably

Leadership with responsibility, transparency and team support

05

Integrate sustainability

Sustainability is for the first time at the level of principle, not just as a context

06

Build empowered teams

Independent teams with clear autonomy and clear boundaries

7 Performance Domains

PMBOK 7

Stakeholders

Team

Development Approach & Life Cycle

Planning

Project Work

Delivery

Measurement

Uncertainty

PMBOK 8

Governance *(replaces Integration)*

Stakeholders *(includes Communications)*

Team

Planning

Project Work

Delivery

Measurement & Finance *(Finance replaces Cost)*

5 Focus Areas — equivalent to Process Groups

1

Initiating

Authorize, charter

2

Planning

Define, sequence

3

Execution

Direct, manage

4

Monitoring & Controlling

Track, control

5

Closing

Close, transition

WHAT'S NEW

Focus Areas are explicitly “approach-agnostic” — applicable equally to predictive, agile, and hybrid approaches. The logic is the same as Process Groups, but without the process “prescriptiveness.”



Governance, Finance, AI, Sustainability

03

Governance replaces Integration

BEFORE

Integration

Coordination of components, unification of results, control of changes in the plan



NOW

Governance

Solutions, decision-making frameworks, value realization, oversight and accountability

WHY IS THIS IMPORTANT

PMI's idea: The project manager is not an "integrator of pieces", but a decision maker with business responsibility. The exam preparation questions are shifting to governance and stakeholder authority scenarios, instead of prescribed procedures and sequences.

Finance replaces Cost

COST MANAGEMENT

Narrow focus

- Estimate Costs
- Determine Budget
- Control Costs
- Earned Value Management (EVM)

PROJECT FINANCE

Expanded strategically

Everything from Cost, plus:

- Funding, capital structure
- Business case & ROI tracking
- Finance Value Modeling
- Risk-adjusted financial decisions

WHY IS THIS IMPORTANT

The project manager is expected to speak the language of business, not just the budget.

AI in the project context

01

Planning

- Automatic scope decomposition
- Estimation using historical data
- Monte Carlo simulations

02

Execution

- “Smart” and automated reports
- Stakeholder sentiment analysis
- Identify potential blocking issues before they become critical

03

Solutions

- Real-time analysis
- Recommendations for choosing a provider, technology, approach

IMPORTANT

*AI does not replace the project manager — it shifts the focus from execution to solutions.
Exam preparation includes ethical considerations and data management.*



Quality, Communications, Procurement

04

What happened to the three "old" areas?

Quality

Principle + integrated into Delivery and Project Work

- It is not a separate area because it is “everywhere.” The “embed quality” principle requires the project manager to treat it as a quality of solutions, not as a separate function.
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Communications

Included in Stakeholders

- The logic: all communication is stakeholder management. Engagement, influence, and signaling are one and the same in the new framework.
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Procurement

Separate Appendix + integrated into Planning and Project Work

- Procurement becomes a “contextual” function. Detailed practices are in the Appendix, not in the main framework. Confirmation that not every project has a significant procurement component.
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PMP® exam 2026 — what changes

05

The “old” or the new exam

Parameter	until 8 July 2026	from 9 July 2026
# of Questions	180	180
Duration	230 minutes	240 minutes
“Test” questions	5	10
Experience time window	8 years back	10 years back
Quotations types	Multiple choice, hotspots	+ interactive scenarios and visuals
Weight of Business Env.	8%	significantly increased
Based on	PMBOK 7 + ECO 2021	PMBOK 8 + new ECO

Old or new exam — which one to go for?

How far are you in your exam preparation?

I am almost done

I can take it before July 8, 2026.

→ DECISION

CURRENT EXAM

Do not change the plan.
ECO 2021 remains in effect.
Teaching materials are approved.

Preparation in progress

Exam after 8 July 2026

→ DECISION

NEW EXAM

Prepare for the new framework.
ATP materials for PMBOK 8 are
released in April–June 2026.

What to do after this webinar

01 Schedule your exam date

02 Download the official ECO 2026

03 Enroll in a suitable course (if you still haven't done so)

04 Start speaking the language of the new framework

Q&A

THANK YOU

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