

项目管理专业人士资格  
认证（PMP）®

Project Management  
Professional (PMP)®

考试内容大纲

EXAMINATION CONTENT OUTLINE

**PMI（项目管理协会）**  
**Project Management Institute**

**项目管理专业人士资格认证（PMP）®**  
**考试内容大纲**

**Project Management Professional (PMP)®**  
**Examination Content Outline**

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校园大道 14 号, 纽顿广场, 宾夕法尼亚州 19073-3299 美国  
电话: +610-356-4600  
传真: +610-356-4647  
Email: [customercare@pmi.org](mailto:customercare@pmi.org)  
网站: [PMI.org](http://PMI.org)

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14 Campus Boulevard  
Newtown Square, Pennsylvania 19073-3299 USA. Phone:  
+610-356-4600  
Fax: +610-356-4647  
Email: [customercare@pmi.org](mailto:customercare@pmi.org) Internet:  
[PMI.org](http://PMI.org)

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# 前言

## INTRODUCTION

项目管理协会（PMI）为项目经理提供专业认证，其中一项即项目管理专业人士资格认证（PMP®）。PMI 的专业认证考试开发流程与其他项目管理认证考试开发实践有所不同。PMI 的考试开发流程符合认证行业最佳实践，例如《教育与心理测试标准》；PMP 认证也通过了国际公认的 ISO 17024 标准认证。<sup>①</sup>

The Project Management Institute (PMI) offers a professional certification for project managers, known as the Project Management Professional (PMP)®. PMI's professional certification examination development processes stand apart from other project management certification examination development practices. PMI aligns its process with certification industry best practices, such as those found in the *Standards for Educational and Psychological Testing*. The PMP® certification is also accredited against the internationally recognized ISO 17024 standard.<sup>1</sup>

该流程的关键在于，指导组织将角色描述研究（RDS）或工作任务分析（JTA）作为考试开发的基础，以提供有效可靠的专业认证考试。该流程以知识和任务驱动型指南评估从业者的能力，同时确定项目经理能力行业标准，包括各项知识、任务和技能的特点、重要性及运用频率。

A key component of this process is that organizations wishing to offer valid and reliable professional credentialing examinations are directed to use a Role Delineation Study (RDS) or Job Task Analysis (JTA) as the basis for the creation of the examination. This process utilizes knowledge and task-driven guidelines to assess the practitioner's competence, and determine the levels of salience, criticality, and frequency of each of the knowledge, tasks and skills required to perform to the industry-wide standard in the role of a project manager.

在今年的 PMP 考试大纲更新中，PMI 开展了一项全球实践分析市场调研，探究此前 PMP 考试中未纳入的项目管理行业新趋势。这些新趋势被用于工作任务分析的输入，以保证 PMP 考试的有效性和相关性。这一有效性可确保考试结果能够真实合理测评项目管理从业者所需具备的具体知识与技能。因此，工作任务分析可保证所有考试都能有效测评真实条件下项目管理职业的所有要素。

In this year's update to the PMP, PMI conducted a Global Practice Analysis market research study, which produced a number of trends in the profession previously unaddressed in the PMP exam. These trends were used as inputs into the Job Task Analysis and ensure the validity and relevance of the PMP examination. Validation assures the outcome of the exam is, in fact, measuring and evaluating appropriately the specific knowledge and skills required to function as a project management practitioner. Thus, the Job Task Analysis guarantees that each examination validly measures all elements of the project management profession in terms of real settings.

PMP 持证人可以确信其专业证书符合考试开发的最佳实践标准，而且是以制定标准的专家意见为基础的。

PMP certification holders can be confident that their professional certification has been developed according to the best practices of test development and based upon input from the practitioners who establish those standards.

PMP 考试是获得专业认证过程中至关重要的一个重要部分，因此 PMP 考试必须准确反映项目管理从业者的实践情况。所有考试问题均由符合资质的 PMP 持证人士编写并经全面评估，同时至少以两个学术参考资料为依据。这些问题根据《PMP 考试内容大纲》制定，确保考试的有效性以及考试题目数量适中。

The PMP examination is a vital part of the activities leading to earning a professional certification, thus it is imperative that the PMP examination reflect accurately the practices of the project management practitioner. All the questions on the examination have been written and extensively reviewed by qualified PMP certification holders and tracked to at least two academic references. These questions are mapped against the *PMP Examination Content Outline* to ensure that an appropriate number of questions are in place for a valid examination.

PMI 委托阿尔卑斯测试公司（Alpine Testing Solutions）制定了全球《PMP 考试内容大纲》。阿尔卑斯测试公司为资格认证和教育项目提供心理测试、测试开发和认证管理解决方案。

PMI retained Alpine Testing Solutions to develop the global *PMP Examination Content Outline*. Alpine Testing Solutions provides psychometric, test development, and credential management solutions to credentialing and educational programs.

最后，更新的《PMP 考试内容大纲》与《项目管理知识体系指南》（PMBOK®指南）第六版有显著的不同。虽然二者拥有共同点，但是需要指出的是，参与上述研究的人员并不受该指南限制。他们的任务是为根据经验和相关资源，提取出项目领导或指导人员的关键工作任务。

Finally, there are noticeable differences between this updated *PMP Examination Content Outline* and *A Guide to the Project Management Body of Knowledge (PMBOK® Guide)* – Sixth Edition. While there are some commonalities, it is important to note that the volunteer taskforce involved in the study described previously were not bound by the *PMBOK® Guide*. The taskforce members were charged with outlining critical job tasks of individuals who lead and direct projects based on their experience and pertinent resources.

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1 由美国教育研究协会、美国国家教育测量委员会和美国心理学会联合出版。PMP 认证还获得了美国国家标准学会（ANSI）认可，符合国际公认的 ISO/IEC 17024 标准《一致性评估——人员认证机构的通用要求》。

<sup>1</sup> Published jointly by the American Education Research Association, National Council on Measurement in Education, and American Psychological Association. The PMP certification is also accredited by the American National Standards Institute (ANSI) against the internationally recognized ISO/IEC 17024 standard: *Conformity Assessment—General Requirements for Bodies Operating Certification of Persons*.

# 考试内容大纲

## EXAM CONTENT OUTLINE

下表所示为各领域考题所占比例。

The following table identifies the proportion of questions from each domain that will appear on the examination.

领域 Domain	考试权重 Percentage of Items on Test
I. 人 People	42%
II. 过程 Process	50%
III. 商业环境 Business Environment	8%
总计 Total	100%

重要提示：研究采用的工作任务分析证实，今天的项目管理从业者在各种各样的项目环境中工作，采用不同的项目方法。因此，PMP 认证将反映这一点，并纳入整个价值交付范围内的所有方法。大约一半内容将考查预测型项目管理方法，一半考查敏捷或混合型方法。预测型、敏捷和混合型方法的考查将贯穿以上表格所列的三大领域中，而不是单独出现在某一项领域或任务中。

**Important note:** The research conducted through the Job Task Analysis validated that today's project management practitioners work in a variety of project environments and utilize different project approaches. Accordingly, the PMP certification will be reflective of this and will incorporate approaches across the value delivery spectrum. **About half of the examination will represent predictive project management approaches and the other half will represent agile or hybrid approaches.** Predictive, agile, and hybrid approaches will be found throughout the three domain areas listed above and are not isolated to any particular domain or task.



# 领域、任务以及使能因素

## DOMAINS, TASKS, AND ENABLERS

如该文件所示，《PMP 考试内容大纲》的结构有所更新。根据客户和相关方的反馈，我们将大纲形式进行了简化，使《PMP 考试内容大纲》更容易理解和解读。

In this document you will find an updated structure for the *PMP Examination Content Outline*. Based on feedback from customers and stakeholders, we have worked on simplifying the format so that the *PMP Examination Content Outline* is easier to understand and interpret.

接下来的内容里，您将找到角色描述研究中定义的领域、任务和使能因素。

- **领域：**项目管理实践所必需的高层级知识领域。
- **任务：**项目经理在每一项领域中的基本职责。
- **使能因素：**与任务相关工作的演示示例。请注意，使能因素并不是一个详尽的列表，而是提供一些示例来帮助演示任务所包含的内容。

On the following pages you will find the domains, tasks, and enablers as defined by the Role Delineation Study.

- **Domain:** Defined as the high-level knowledge area that is essential to the practice of project management.
- **Tasks:** The underlying responsibilities of the project manager within each domain area.
- **Enablers:** Illustrative examples of the work associated with the task. Please note that enablers are not meant to be an exhaustive list but rather offer a few examples to help demonstrate what the task encompasses.

以下为新的任务结构示例：

任务说明	管理冲突
使能因素	说明冲突来源和阶段
	分析冲突发生的背景
	评估/建议/协调适当的冲突解决方案

Following is an example of the new task structure:

Task statement → **Manage conflict**

Enablers	<ul style="list-style-type: none"><li>• Interpret the source and stage of the conflict</li><li>• Analyze the context for the conflict</li><li>• Evaluate/recommend/reconcile the appropriate conflict resolution solution</li></ul>
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<div>领域 I</div> <div>Domain I</div>		<div>人——42%</div> <div>People—42%</div>
<div>任务 1</div> <div>Task 1</div>	<div>管理冲突</div> <ul style="list-style-type: none"> <li>说明冲突来源和阶段</li> <li>分析冲突发生的背景</li> <li>评估/建议/协调适当的冲突解决方案</li> </ul> <div>Manage conflict</div> <ul style="list-style-type: none"> <li>Interpret the source and stage of the conflict</li> <li>Analyze the context for the conflict</li> <li>Evaluate/recommend/reconcile the appropriate conflict resolution solution</li> </ul>	
<div>任务 2</div> <div>Task 2</div>	<div>领导团队</div> <ul style="list-style-type: none"> <li>设定清晰的愿景和使命</li> <li>支持多元化和包容性（如行为模式、思维过程）</li> <li>重视仆人式领导力（如在团队中实行仆人式领导原则）</li> <li>确定适当的领导力风格（如命令型、协作型）</li> <li>激励、鼓励并影响团队成员/相关方（如团队契约、社会契约、奖励制度）</li> <li>分析团队成员和相关方的影响</li> <li>区分领导各种团队成员和相关方的不同方法</li> </ul> <div>Lead a team</div> <ul style="list-style-type: none"> <li>Set a clear vision and mission</li> <li>Support diversity and inclusion (e.g., behavior types, thought process)</li> <li>Value servant leadership (e.g., relate the tenets of servant leadership to the team)</li> <li>Determine an appropriate leadership style (e.g., directive, collaborative)</li> <li>Inspire, motivate, and influence team members/stakeholders (e.g., team contract, social contract, reward system)</li> <li>Analyze team members and stakeholders' influence</li> <li>Distinguish various options to lead various team members and stakeholders</li> </ul>	
<div>任务 3</div> <div>Task 3</div>	<div>支持团队绩效</div> <ul style="list-style-type: none"> <li>根据关键绩效指标评估团队成员绩效</li> <li>支持和认可团队成员发展和成长</li> <li>确定适当的反馈途径</li> <li>验证绩效的提高</li> </ul> <div>Support team performance</div> <ul style="list-style-type: none"> <li>Appraise team member performance against key performance indicators</li> <li>Support and recognize team member growth and development</li> <li>Determine appropriate feedback approach</li> <li>Verify performance improvements</li> </ul>	

<p><b>任务 4</b></p> <p><b>Task 4</b></p>	<p><b>授权团队成员和相关方</b></p> <ul style="list-style-type: none"> <li>• 围绕团队优势进行组织</li> <li>• 支持团队的任务职责</li> <li>• 评估任务职责的说明</li> <li>• 决定并授予不同级别的决策权</li> </ul> <p><b>Empower team members and stakeholders</b></p> <ul style="list-style-type: none"> <li>• Organize around team strengths</li> <li>• Support team task accountability</li> <li>• Evaluate demonstration of task accountability</li> <li>• Determine and bestow level(s) of decision-making authority</li> </ul>
<p><b>任务 5</b></p> <p><b>Task 5</b></p>	<p><b>确保团队成员/相关方得到充分培训</b></p> <ul style="list-style-type: none"> <li>• 确定培训所需的能力和要素</li> <li>• 根据培训需求确定培训方案</li> <li>• 为培训分配资源</li> <li>• 衡量培训效果</li> </ul> <p><b>Ensure team members/stakeholders are adequately trained</b></p> <ul style="list-style-type: none"> <li>• Determine required competencies and elements of training</li> <li>• Determine training options based on training needs</li> <li>• Allocate resources for training</li> <li>• Measure training outcomes</li> </ul>
<p><b>任务 6</b></p> <p><b>Task 6</b></p>	<p><b>建立团队</b></p> <ul style="list-style-type: none"> <li>• 评估相关方的技能</li> <li>• 推断项目资源需求</li> <li>• 持续评估和更新团队技能以满足项目需求</li> <li>• 维护团队和知识转移</li> </ul> <p><b>Build a team</b></p> <ul style="list-style-type: none"> <li>• Appraise stakeholder skills</li> <li>• Deduce project resource requirements</li> <li>• Continuously assess and refresh team skills to meet project needs</li> <li>• Maintain team and knowledge transfer</li> </ul>

<p><b>任务 7</b></p> <p><b>Task 7</b></p>	<p><b>处理并移除团队面临的困难、障碍和阻碍</b></p> <ul style="list-style-type: none"> <li>• 确定团队的重要妨碍、障碍和阻碍</li> <li>• 为团队的妨碍、障碍和阻碍排定优先级</li> <li>• 使用人际网来实施解决方案，以移除团队的妨碍、障碍和阻碍</li> <li>• 持续评估，以确保团队的妨碍、障碍和阻碍得到处理</li> </ul> <p><b>Address and remove impediments, obstacles, and blockers for the team</b></p> <ul style="list-style-type: none"> <li>• Determine critical impediments, obstacles, and blockers for the team</li> <li>• Prioritize critical impediments, obstacles, and blockers for the team</li> <li>• Use network to implement solutions to remove impediments, obstacles, and blockers for the team</li> <li>• Re-assess continually to ensure impediments, obstacles, and blockers for the team are being addressed</li> </ul>
<p><b>任务 8</b></p> <p><b>Task 8</b></p>	<p><b>协商项目协议</b></p> <ul style="list-style-type: none"> <li>• 分析协议的协商边界</li> <li>• 评估优先级并确定最终目标</li> <li>• 验证项目协议的目标是否达成</li> <li>• 参与协议协商</li> <li>• 确定协商策略</li> </ul> <p><b>Negotiate project agreements</b></p> <ul style="list-style-type: none"> <li>• Analyze the bounds of the negotiations for agreement</li> <li>• Assess priorities and determine ultimate objective(s)</li> <li>• Verify objective(s) of the project agreement is met</li> <li>• Participate in agreement negotiations</li> <li>• Determine a negotiation strategy</li> </ul>
<p><b>任务 9</b></p> <p><b>Task 9</b></p>	<p><b>与相关方合作</b></p> <ul style="list-style-type: none"> <li>• 评估相关方的参与需求</li> <li>• 优化相关方需求、期望和项目目标的一致性</li> <li>• 建立信任并影响相关方以达成项目目标</li> </ul> <p><b>Collaborate with stakeholders</b></p> <ul style="list-style-type: none"> <li>• Evaluate engagement needs for stakeholders</li> <li>• Optimize alignment between stakeholder needs, expectations, and project objectives</li> <li>• Build trust and influence stakeholders to accomplish project objectives</li> </ul>

<p><b>任务 10</b></p> <p><b>Task 10</b></p>	<p><b>建立共识</b></p> <ul style="list-style-type: none"> <li>• 分析形势并找出误解的根本原因</li> <li>• 调查所有必要的各方，以达成共识</li> <li>• 支持各方同意的成果</li> <li>• 调查潜在的误解</li> </ul> <p><b>Build shared understanding</b></p> <ul style="list-style-type: none"> <li>• Break down situation to identify the root cause of a misunderstanding</li> <li>• Survey all necessary parties to reach consensus</li> <li>• Support outcome of parties' agreement</li> <li>• Investigate potential misunderstandings</li> </ul>
<p><b>任务 11</b></p> <p><b>Task 11</b></p>	<p><b>参与并支持虚拟团队</b></p> <ul style="list-style-type: none"> <li>• 检查虚拟团队成员的需求（如环境、地理、文化、全球性等）</li> <li>• 研究虚拟团队成员参与的备选方案（如沟通工具和集中办公）</li> <li>• 实施虚拟团队成员参与的方法</li> <li>• 持续评估虚拟团队成员参与的有效性</li> </ul> <p><b>Engage and support virtual teams</b></p> <ul style="list-style-type: none"> <li>• Examine virtual team member needs (e.g., environment, geography, culture, global, etc.)</li> <li>• Investigate alternatives (e.g., communication tools, colocation) for virtual team member engagement</li> <li>• Implement options for virtual team member engagement</li> <li>• Continually evaluate effectiveness of virtual team member engagement</li> </ul>
<p><b>任务 12</b></p> <p><b>Task 12</b></p>	<p><b>定义团队基本规则</b></p> <ul style="list-style-type: none"> <li>• 与团队和外部相关方交流组织的原则</li> <li>• 建立促使遵守基本规则的环境</li> <li>• 管理和纠正违反基本规则的行为</li> </ul> <p><b>Define team ground rules</b></p> <ul style="list-style-type: none"> <li>• Communicate organizational principles with team and external stakeholders</li> <li>• Establish an environment that fosters adherence to the ground rules</li> <li>• Manage and rectify ground rule violations</li> </ul>

<p><b>任务 13</b></p> <p><b>Task 13</b></p>	<p><b>指导有关相关方</b></p> <ul style="list-style-type: none"> <li>• 分配指导的时间</li> <li>• 识别并使用可指导的机会</li> </ul> <p><b>Mentor relevant stakeholders</b></p> <ul style="list-style-type: none"> <li>• Allocate the time to mentoring</li> <li>• Recognize and act on mentoring opportunities</li> </ul>
<p><b>任务 14</b></p> <p><b>Task 14</b></p>	<p><b>运用情商提高团队绩效</b></p> <ul style="list-style-type: none"> <li>• 通过使用个性指数来评估行为</li> <li>• 分析个性指数，适应关键项目相关方的情感需要</li> </ul> <p><b>Promote team performance through the application of emotional intelligence</b></p> <ul style="list-style-type: none"> <li>• Assess behavior through the use of personality indicators</li> <li>• Analyze personality indicators and adjust to the emotional needs of key project stakeholders</li> </ul>

<div>领域 II</div> <div>Domain II</div>		<div>过程——50%</div> <div>Process—50%</div>
<div>任务 1</div> <div>Task 1</div>	<div>以交付商业价值所需的紧迫性执行项目</div> <ul style="list-style-type: none"> <li>评估增量交付价值的机会</li> <li>自始至终检查项目的商业价值</li> <li>支持团队根据需要细分项目任务，以找到最小可用产品</li> </ul> <div>Execute project with the urgency required to deliver business value</div> <ul style="list-style-type: none"> <li>Assess opportunities to deliver value incrementally</li> <li>Examine the business value throughout the project</li> <li>Support the team to subdivide project tasks as necessary to find the minimum viable product</li> </ul>	
<div>任务 2</div> <div>Task 2</div>	<div>管理沟通</div> <ul style="list-style-type: none"> <li>分析所有相关方的沟通需求</li> <li>确定所有相关方的沟通方法、渠道、频率和详细程度</li> <li>对项目信息和更新进行有效沟通</li> <li>确认沟通被理解并收到反馈</li> </ul> <div>Manage communications</div> <ul style="list-style-type: none"> <li>Analyze communication needs of all stakeholders</li> <li>Determine communication methods, channels, frequency, and level of detail for all stakeholders</li> <li>Communicate project information and updates effectively</li> <li>Confirm communication is understood and feedback is received</li> </ul>	
<div>任务 3</div> <div>Task 3</div>	<div>评估和管理风险</div> <ul style="list-style-type: none"> <li>确定风险管理方法</li> <li>迭代评估风险和确定风险优先级</li> </ul> <div>Assess and manage risks</div> <ul style="list-style-type: none"> <li>Determine risk management options</li> <li>Iteratively assess and prioritize risks</li> </ul>	

<p><b>任务 4</b></p> <p><b>Task 4</b></p>	<p><b>调动相关方参与</b></p> <ul style="list-style-type: none"> <li>• 分析相关方（如权力利益方格、支配权、影响力）</li> <li>• 相关方分类</li> <li>• 根据相关方分类调动相关方参与</li> <li>• 制定、实施并验证相关方参与的策略</li> </ul> <p><b>Engage stakeholders</b></p> <ul style="list-style-type: none"> <li>• Analyze stakeholders (e.g., power interest grid, influence, impact)</li> <li>• Categorize stakeholders</li> <li>• Engage stakeholders by category</li> <li>• Develop, execute, and validate a strategy for stakeholder engagement</li> </ul>
<p><b>任务 5</b></p> <p><b>Task 5</b></p>	<p><b>规划和管理预算与资源</b></p> <ul style="list-style-type: none"> <li>• 根据项目范围和以往项目的经验教训来估计所需预算</li> <li>• 预测未来的预算挑战</li> <li>• 监控预算偏差，并根据需要配合治理过程做出调整</li> <li>• 规划和管理资源</li> </ul> <p><b>Plan and manage budget and resources</b></p> <ul style="list-style-type: none"> <li>• Estimate budgetary needs based on the scope of the project and lessons learned from past projects</li> <li>• Anticipate future budget challenges</li> <li>• Monitor budget variations and work with governance process to adjust as necessary</li> <li>• Plan and manage resources</li> </ul>



<p><b>任务 6</b></p> <p><b>Task 6</b></p>	<p><b>规划和管理进度</b></p> <ul style="list-style-type: none"> <li>• 评估项目任务（里程碑、依赖关系、故事点）</li> <li>• 利用标杆对照和历史数据</li> <li>• 基于方法论准备制定进度</li> <li>• 基于方法论衡量持续进展</li> <li>• 基于方法论，按需要修改进度</li> <li>• 协调其他项目和运营</li> </ul> <p><b>Plan and manage schedule</b></p> <ul style="list-style-type: none"> <li>• Estimate project tasks (milestones, dependencies, story points)</li> <li>• Utilize benchmarks and historical data</li> <li>• Prepare schedule based on methodology</li> <li>• Measure ongoing progress based on methodology</li> <li>• Modify schedule, as needed, based on methodology</li> <li>• Coordinate with other projects and other operations</li> </ul>
<p><b>任务 7</b></p> <p><b>Task 7</b></p>	<p><b>规划和管理产品/可交付成果的质量</b></p> <ul style="list-style-type: none"> <li>• 确定项目可交付成果的质量标准</li> <li>• 根据质量差距推荐改进方案</li> <li>• 持续调查项目可交付成果的质量</li> </ul> <p><b>Plan and manage quality of products/deliverables</b></p> <ul style="list-style-type: none"> <li>• Determine quality standard required for project deliverables</li> <li>• Recommend options for improvement based on quality gaps</li> <li>• Continually survey project deliverable quality</li> </ul>
<p><b>任务 8</b></p> <p><b>Task 8</b></p>	<p><b>规划和管理范围</b></p> <ul style="list-style-type: none"> <li>• 确定需求及其优先级</li> <li>• 范围分解（如 WBS，待办事项列表）</li> <li>• 监控和确认范围</li> </ul> <p><b>Plan and manage scope</b></p> <ul style="list-style-type: none"> <li>• Determine and prioritize requirements</li> <li>• Break down scope (e.g., WBS, backlog)</li> <li>• Monitor and validate scope</li> </ul>

<p><b>任务 9</b></p> <p><b>Task 9</b></p>	<p><b>整合项目计划活动</b></p> <ul style="list-style-type: none"> <li>• 合并项目/阶段计划</li> <li>• 评估合并的项目计划之间的依赖关系、差距和持续商业价值</li> <li>• 分析收集的数据</li> <li>• 收集并分析数据以做出明智的项目决策</li> <li>• 确定关键信息需求</li> </ul> <p><b>Integrate project planning activities</b></p> <ul style="list-style-type: none"> <li>• Consolidate the project/phase plans</li> <li>• Assess consolidated project plans for dependencies, gaps, and continued business value</li> <li>• Analyze the data collected</li> <li>• Collect and analyze data to make informed project decisions</li> <li>• Determine critical information requirements</li> </ul>
<p><b>任务 10</b></p> <p><b>Task 10</b></p>	<p><b>管理项目变更</b></p> <ul style="list-style-type: none"> <li>• 预测并接受变更需要（如遵循变更管理实践）</li> <li>• 确定应对变更的策略</li> <li>• 根据方法论执行变更管理策略</li> <li>• 确定变更响应措施以推动项目前进</li> </ul> <p><b>Manage project changes</b></p> <ul style="list-style-type: none"> <li>• Anticipate and embrace the need for change (e.g., follow change management practices)</li> <li>• Determine strategy to handle change</li> <li>• Execute change management strategy according to the methodology</li> <li>• Determine a change response to move the project forward</li> </ul>
<p><b>任务 11</b></p> <p><b>Task 11</b></p>	<p><b>规划和管理采购</b></p> <ul style="list-style-type: none"> <li>• 定义资源要求和需求</li> <li>• 沟通资源需求</li> <li>• 管理供应商/合同</li> <li>• 规划和管理采购策略</li> <li>• 制定交付方案</li> </ul> <p><b>Plan and manage procurement</b></p> <ul style="list-style-type: none"> <li>• Define resource requirements and needs</li> <li>• Communicate resource requirements</li> <li>• Manage suppliers/contracts</li> <li>• Plan and manage procurement strategy</li> <li>• Develop a delivery solution</li> </ul>

<p><b>任务 12</b></p> <p><b>Task 12</b></p>	<p><b>管理项目工件</b></p> <ul style="list-style-type: none"> <li>• 确定管理项目工件的需求（内容、时间、地点、人员等）</li> <li>• 确认项目信息是最新的（即版本控制），且所有相关方可访问</li> <li>• 持续评估项目工件管理的有效性</li> </ul> <p><b>Manage project artifacts</b></p> <ul style="list-style-type: none"> <li>• Determine the requirements (what, when, where, who, etc.) for managing the project artifacts</li> <li>• Validate that the project information is kept up to date (i.e., version control) and accessible to all stakeholders</li> <li>• Continually assess the effectiveness of the management of the project artifacts</li> </ul>
<p><b>任务 13</b></p> <p><b>Task 13</b></p>	<p><b>确定适当的项目方法论/方法和实践</b></p> <ul style="list-style-type: none"> <li>• 评估项目需求、复杂性和数量级</li> <li>• 推荐项目执行策略（如订立合同、财务）</li> <li>• 推荐一种项目方法论/方法（即预测、敏捷、混合）</li> <li>• 在整个项目生命周期中使用迭代、增量的实践（如经验教训、相关方参与、风险）</li> </ul> <p><b>Determine appropriate project methodology/methods and practices</b></p> <ul style="list-style-type: none"> <li>• Assess project needs, complexity, and magnitude</li> <li>• Recommend project execution strategy (e.g., contracting, finance)</li> <li>• Recommend a project methodology/approach (i.e., predictive, agile, hybrid)</li> <li>• Use iterative, incremental practices throughout the project life cycle (e.g., lessons learned, stakeholder engagement, risk)</li> </ul>
<p><b>任务 14</b></p> <p><b>Task 14</b></p>	<p><b>制定项目治理结构</b></p> <ul style="list-style-type: none"> <li>• 确定适当的项目治理（如复制组织的治理）</li> <li>• 定义上报路径和临界值</li> </ul> <p><b>Establish project governance structure</b></p> <ul style="list-style-type: none"> <li>• Determine appropriate governance for a project (e.g., replicate organizational governance)</li> <li>• Define escalation paths and thresholds</li> </ul>
<p><b>任务 15</b></p> <p><b>Task 15</b></p>	<p><b>管理项目问题</b></p> <ul style="list-style-type: none"> <li>• 识别风险何时转变为问题</li> <li>• 用最优的行动解决问题，以取得项目成功</li> <li>• 与相关方合作找出解决问题的方法</li> </ul> <p><b>Manage project issues</b></p> <ul style="list-style-type: none"> <li>• Recognize when a risk becomes an issue</li> <li>• Attack the issue with the optimal action to achieve project success</li> <li>• Collaborate with relevant stakeholders on the approach to resolve the issues</li> </ul>

<p><b>任务 16</b></p> <p><b>Task 16</b></p>	<p><b>确保知识转移，保持项目的连续性</b></p> <ul style="list-style-type: none"> <li>• 与团队讨论项目职责</li> <li>• 概述对工作环境的期望</li> <li>• 确定知识转移的方法</li> </ul> <p><b>Ensure knowledge transfer for project continuity</b></p> <ul style="list-style-type: none"> <li>• Discuss project responsibilities within team</li> <li>• Outline expectations for working environment</li> <li>• Confirm approach for knowledge transfers</li> </ul>
<p><b>任务 17</b></p> <p><b>Task 17</b></p>	<p><b>规划和管理项目/阶段的收尾或移交</b></p> <ul style="list-style-type: none"> <li>• 确定成功关闭项目或阶段的标准</li> <li>• 确认移交准备情况（如运营团队或下一阶段）</li> <li>• 结束项目或阶段的收尾活动（如最终教训总结、回顾、采购、财务、资源）</li> </ul> <p><b>Plan and manage project/phase closure or transitions</b></p> <ul style="list-style-type: none"> <li>• Determine criteria to successfully close the project or phase</li> <li>• Validate readiness for transition (e.g., to operations team or next phase)</li> <li>• Conclude activities to close out project or phase (e.g., final lessons learned, retrospective, procurement, financials, resources)</li> </ul>

# 领域 III

# 商业环境——8%

## Domain III

## Business Environment—8%

<p><b>任务 1</b></p> <p><b>Task 1</b></p>	<p><b>规划和管理项目的合规性</b></p> <ul style="list-style-type: none"> <li>• 确认项目合规性要求（如保护措施、健康与安全、监管合规性）</li> <li>• 对合规类别进行分类</li> <li>• 确定在合规性方面的潜在威胁</li> <li>• 使用方法来支持合规性</li> <li>• 分析不合规的后果</li> <li>• 确定必要的方法和行动来满足合规性（如风险、法律）</li> <li>• 衡量项目合规性的程度</li> </ul> <p><b>Plan and manage project compliance</b></p> <ul style="list-style-type: none"> <li>• Confirm project compliance requirements (e.g., security, health and safety, regulatory compliance)</li> <li>• Classify compliance categories</li> <li>• Determine potential threats to compliance</li> <li>• Use methods to support compliance</li> <li>• Analyze the consequences of noncompliance</li> <li>• Determine necessary approach and action to address compliance needs (e.g., risk, legal)</li> <li>• Measure the extent to which the project is in compliance</li> </ul>
<p><b>任务 2</b></p> <p><b>Task 2</b></p>	<p><b>评估并交付项目收益和价值</b></p> <ul style="list-style-type: none"> <li>• 调查已确定的收益</li> <li>• 记录所有权协议，以持续实现收益</li> <li>• 验证测量系统是否到位，以跟踪收益</li> <li>• 评估交付方案以展示价值</li> <li>• 评估相关方的价值获取过程</li> </ul> <p><b>Evaluate and deliver project benefits and value</b></p> <ul style="list-style-type: none"> <li>• Investigate that benefits are identified</li> <li>• Document agreement on ownership for ongoing benefit realization</li> <li>• Verify measurement system is in place to track benefits</li> <li>• Evaluate delivery options to demonstrate value</li> <li>• Appraise stakeholders of value gain progress</li> </ul>

<p><b>任务 3</b></p> <p><b>Task 3</b></p>	<p><b>评估和处理外部商业环境变化对范围的影响</b></p> <ul style="list-style-type: none"> <li>• 调查外部商业环境的变化（如法规、技术、地缘政治、市场）</li> <li>• 基于外部商业环境，评估对项目范围/待办事项的影响，并对其进行优先排序</li> <li>• 为范围/待办事项变化推荐方案（如进度、成本变化）</li> <li>• 持续审查外部商业环境变化对项目范围/待办事项的影响</li> </ul> <p><b>Evaluate and address external business environment changes for impact on scope</b></p> <ul style="list-style-type: none"> <li>• Survey changes to external business environment (e.g., regulations, technology, geopolitical, market)</li> <li>• Assess and prioritize impact on project scope/backlog based on changes in external business environment</li> <li>• Recommend options for scope/backlog changes (e.g., schedule, cost changes)</li> <li>• Continually review external business environment for impacts on project scope/backlog</li> </ul>
<p><b>任务 4</b></p> <p><b>Task 4</b></p>	<p><b>支持组织变革</b></p> <ul style="list-style-type: none"> <li>• 评估组织文化</li> <li>• 评估组织变革对项目的影响，并确定所需的行动</li> <li>• 评估项目对组织的影响，并确定所需的行动</li> </ul> <p><b>Support organizational change</b></p> <ul style="list-style-type: none"> <li>• Assess organizational culture</li> <li>• Evaluate impact of organizational change to project and determine required actions</li> <li>• Evaluate impact of the project to the organization and determine required actions</li> </ul>



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