

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

2016年9月



PMI (项目管理协会)
Project Management Institute

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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，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着重大差异。本测试的流程符合认证行业最佳实践，例如《教育与心理测验标准》。PMP 认证获得了国际公认的ISO 17024标准认证。^①

The Project Management Institute (PMI) offers a professional credential for project managers, known as the Project Management Professional (PMP)[®]. PMI's professional credentialing 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[®] credential is also accredited against the internationally recognized ISO 17024 standard. ^①

该流程的关键在于，指导有意提供有效可靠专业认证考试的组织将角色描述研究(RDS)作为考试开发的基础。该流程利用知识与任务驱动型指南评估从业者的能力，同时确定行业标准要求项目经理所应具备的知识、任务和技能的特点、重要性与运用频率。

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) 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.

角色描述研究负责确保考试的有效性。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，角色描述研究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。

The Role Delineation Study ensures the validity of an 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 Role Delineation Study 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 credential holders can be confident that their professional credential has been developed according to the best practices of test development and based upon input from the practitioners who establish those standards.

^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：符合性评定》，该标准为人员认证机构提出了一般性的要求。

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

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持证人员编写并经全面评估，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，确保有效的考试拥有数量适当的题目。

The PMP examination is a vital part of the activities leading to earning a professional credential, 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 credential 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委托专业考试服务公司（ProExam）制定了全球《PMP考试内容大纲》。ProExam自1941年起为组织提供全面的评估与顾问服务，覆盖多种专业领域，为专业许可与认证的颁发、培训及专业继续教育提供支持。作为一家具有使命感的非盈利组织，ProExam致力于通过认证工作为公众谋福利。

PMI retained Professional Examination Service (ProExam) to develop the global PMP Examination Content Outline. Since 1941, ProExam has provided a full range of assessment and advisory services to organizations across a broad range of professions, in support of professional licensure and certification, training, and continuing professional education. ProExam is dedicated to promoting the public welfare through credentialing as a mission-driven, not-for-profit organization.

虽然《PMP考试内容大纲》和《项目管理知识体系指南》（PMBOK®指南）拥有共同点，但需要指出的是，参与上述研究的人员并不受该指南限制。他们的任务是确定领导和指导项目，并利用自身经验和相关资源来协助项目实施的人员的角色。

Finally, although the PMP Examination Content Outline and A Guide to the Project Management Body of Knowledge (PMBOK®Guide) have commonalities, it is important to note that those involved in the study described previously were not bound by the PMBOK® Guide. They were charged with defining the roles of individuals leading and directing projects, and using their experience and pertinent resources to help in this task.

虽然《PMP考试内容大纲》描述的很多领域、任务、知识和技能在《PMBOK®指南》中也有涉及，但某些内容是为《PMP考试内容大纲》独有的。学习备考的申请人自然希望以《PMBOK®指南》最新版本作为参考资料之一，但建议他们同时阅读其他项目管理方面的资料。这些PMP考试开发资料的一个理想来源是PMI会员专享资源《电子读物及索引》（eReads & Reference）。

Although many of the domains, tasks, knowledge, and skills outlined in the PMP Examination Content Outline are also covered in the PMBOK® Guide, there are some that are unique to the PMP Examination Content Outline. Candidates studying for the examination will certainly want to include the current edition of the PMBOK® Guide as one of their references, and would be well advised to read other current titles on project management. An excellent source of these titles, utilized in PMP examination development, is found in the PMI member resource eReads and Reference.

考试内容大纲 EXAM CONTENT OUTLINE

下表所示为各领域考题所占比例。百分比可用于确定考试中涉及相关领域和任务的多项选择题数量。

The following table identifies the proportion of questions from each domain that will appear on the examination. These percentages are used to determine the number of questions related to each domain and task that should appear on the multiple-choice format examination.

领域 Domain	考题权重 Percentage of Items on Test
I. 项目启动 Initiating	13%
II. 项目规划 Planning	24%
III. 项目执行 Executing	31%
IV. 项目监控 Monitoring and Controlling	25%
V. 项目收尾 Closing	7%
总计 Total	100%

领域、任务及知识与技能说明

DOMAINS, TASKS, AND KNOWLEDGE AND SKILL STATEMENTS

本节包含领域、任务及知识与技能说明和角色，定义来自《角色描述研究》。

This section of the report contains the domains, tasks, and knowledge and skill statements as defined by the Role Delineation Study.

每个领域含有多项由PMP认证程序测评的任务。此外，每个领域还包含胜任这些任务所需具备的知识与技能，以及用于多个领域和任务的交叉知识与技能。

Each domain contains tasks that are measured through the PMP certification progress. In addition, the domain contains knowledge and skills, which are required to competently perform these tasks. There are also cross-cutting knowledge and skills, which are used in multiple domains and tasks.

- I. 项目启动 Initiating
- II. 项目规划 Planning
- III. 项目执行 Executing
- IV. 项目监控 Monitoring and Controlling
- V. 项目收尾 Closing

绩效领域 I: 项目启动
PERFORMANCE DOMAIN I: INITIATING

领域 I Domain I	项目启动-13% Initiating – 13%
任务1 Task 1	<p>根据现有信息、以往项目的经验教训以及与干系人的会谈情况进行项目评估，以支持在给定假设条件以及/或者制约因素下对新产品或服务的可行性评估。</p> <p>Perform project assessment based upon available information, lessons learned from previous projects, and meetings with relevant stakeholders in order to support the evaluation of the feasibility of new products or services within the given assumptions and/or constraints.</p>
任务2 Task 2	<p>根据业务需求确定关键可交付成果，以管理客户期望和指导项目目标的实现。</p> <p>Identify key deliverables based on the business requirements in order to manage customer expectations and direct the achievement of project goals.</p>
任务3 Task 3	<p>运用适当的工具和技术进行干系人分析，以便与干系人期望相符并获得其对该项目的支持。</p> <p>Perform stakeholder analysis using appropriate tools and techniques in order to align expectations and gain support for the project.</p>
任务4 Task 4	<p>根据当前环境、组织因素、历史数据和专家判断来确定何处有较高风险、假设条件和制约因素，并具体提出实施策略。</p> <p>Identify high level risks, assumptions, and constraints based on the current environment, organizational factors, historical data, and expert judgment, in order to propose an implementation strategy.</p>
任务5 Task 5	<p>通过整合和分析收集到的信息，参与项目章程的制定，以保证项目干系人对项目章程内容达成一致意见。</p> <p>Participate in the development of the project charter by compiling and analyzing gathered information in order to ensure project stakeholders are in agreement on its elements.</p>

<p>任务6 Task 6</p>	<p>获得发起人对项目章程的批准，以对项目经理正式授权，并得到其对项目的承诺和认可。 Obtain project charter approval from the sponsor, in order to formalize the authority assigned to the project manager and gain commitment and acceptance for the project.</p>		
<p>任务7 Task 7</p>	<p>与干系人进行效益分析，以确认项目与组织战略和所期望的商业价值相符。 Conduct benefit analysis with relevant stakeholders to validate project alignment with organizational strategy and expected business value.</p>		
<p>任务8 Task 8</p>	<p>将批准的项目章程告知干系人，以确保干系人就关键可交付成果、里程碑以及他们的角色和责任达成共识。 Inform stakeholders of the approved project charter to ensure common understanding of the key deliverables, milestones, and their roles and responsibilities.</p>		
	<table border="0"> <tr> <td data-bbox="523 1099 742 1373"> <p>知识与技能：②</p> <ul style="list-style-type: none"> • 分析技能 • 效益分析技术 • 项目章程要素 • 评估工具和技术 • 战略管理 </td> <td data-bbox="887 1099 1225 1332"> <p>Knowledge and Skills:2</p> <ul style="list-style-type: none"> • Analytical skills • Benefit analysis techniques • Elements of a project charter • Estimation tools and techniques • Strategic management </td> </tr> </table>	<p>知识与技能：②</p> <ul style="list-style-type: none"> • 分析技能 • 效益分析技术 • 项目章程要素 • 评估工具和技术 • 战略管理 	<p>Knowledge and Skills:2</p> <ul style="list-style-type: none"> • Analytical skills • Benefit analysis techniques • Elements of a project charter • Estimation tools and techniques • Strategic management
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② 除了该领域的知识和技能外，参测人还需具备一系列用于多个领域的交叉知识和技能。浏览交叉知识与技能一节，以获取相关内容。

② In addition to domain-specific knowledge and skills, these specifications include a set of cross-cutting knowledge and skills used in multiple domains. The Cross-Cutting Knowledge and Skills list is found in the section on Cross- Cutting Knowledge and Skills.

绩效领域 II：项目规划
PERFORMANCE DOMAIN II: PLANNING

领域领域II Domain II	项目规划-24% Planning- 24%
任务1 Task 1	<p>根据项目章程和经验教训并运用需求收集技术，与干系人评估详细的项目要求、制约因素和假设条件，以确定详细的项目可交付成果。</p> <p>Review and assess detailed project requirements, constraints, and assumptions with stakeholders based on the project charter, lessons learned, and by using requirement gathering techniques in order to establish detailed project deliverables.</p>
任务2 Task 2	<p>根据批准的项目章程并使用范围管理技巧制定范围管理计划，以定义、维护和管理项目范围。</p> <p>Develop a scope management plan, based on the approved project scope and using scope management techniques, in order to define, maintain, and manage the scope of the project.</p>
任务3 Task 3	<p>根据项目范围、进度、资源、批准的项目章程和其他信息，制定成本管理计划，运用估算技术，以管理项目成本。</p> <p>Develop the cost management plan based on the project scope, schedule, resources, approved project charter and other information, using estimating techniques, in order to manage project costs.</p>
任务4 Task 4	<p>根据批准的项目可交付成果和里程碑、范围，以及资源管理计划，制定项目进度计划，进行项目管理，确保按时完成。</p> <p>Develop the project schedule based on the approved project deliverables and milestones, scope, and resource management plans in order to manage timely completion of the project.</p>
任务5 Task 5	<p>通过定义项目团队成员的角色和职责来制定人力资源管理计划，以创建项目组织架构，并就资源的分派和管理提供指导。</p> <p>Develop the human resource management plan by defining the roles and responsibilities of the project team members in order to create a project organizational structure and provide guidance regarding how resources will be assigned and managed.</p>

<p>任务6 Task 6</p>	<p>根据项目组织架构和干系人需求制定沟通管理计划，以定义和管理项目信息流。 Develop the communications management plan based on the project organizational structure and stakeholder requirements, in order to define and manage the flow of project information.</p>
<p>任务7 Task 7</p>	<p>根据项目范围、预算和进度制定采购管理计划，以确保拥有足够的项目所需资源。 Develop the procurement management plan based on the project scope, budget, and schedule, in order to ensure that the required project resources will be available.</p>
<p>任务8 Task 8</p>	<p>根据项目范围、风险和需求制定质量管理计划，定义项目及产品质量标准，以免出现缺陷，同时控制质量成本。 Develop the quality management plan and define the quality standards for the project and its products, based on the project scope, risks, and requirements, in order to prevent the occurrence of defects and control the cost of quality.</p>
<p>任务9 Task 9</p>	<p>通过定义如何处理和控制变更，制定变更管理计划，以跟踪和管理变更。 Develop the change management plan by defining how changes will be addressed and controlled in order to track and manage change.</p>
<p>任务10 Task 10</p>	<p>通过风险识别、分析和优先级排序制定风险管理计划，并制定风险应对策略，以管理项目生命周期中的不确定性和机会。 Plan for risk management by developing a risk management plan; identifying, analyzing, and prioritizing project risk; creating the risk register; and defining risk response strategies in order to manage uncertainty and opportunity throughout the project life cycle.</p>
<p>任务11 Task 11</p>	<p>根据适用的政策和程序向相关干系人呈递项目管理计划，以获取批准并进入项目执行阶段。 Present the project management plan to the relevant stakeholders according to applicable policies and procedures in order to obtain approval to proceed with project execution.</p>

<p>任务12 Task 12</p>	<p>召开启动会议，沟通项目开工、关键里程碑以及其他相关信息，以告知干系人，同时鼓励他们并获得他们的承诺。</p> <p>Conduct kick-off meeting, communicating the start of the project, key milestones, and other relevant information in order to inform and engage stakeholders and gain commitment.</p>		
<p>任务13 Task 13</p>	<p>通过分析需求、利益和潜在影响，制定干系人管理计划，以有效管理干系人期望并鼓励他们参与项目决策。</p> <p>Conduct benefit analysis with relevant Develop the stakeholder management plan by analyzing needs, interests, and potential impact in order to effectively manage stakeholders' expectations and engage them in project decisions.</p>		
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绩效领域III：项目执行
PERFORMANCE DOMAIN III: EXECUTING

领域领域III Domain III	项目执行-31% Executing- 31%
任务1 Task 1	<p>遵循人力资源和采购管理计划，以获取和管理项目资源，满足项目需求。</p> <p>Acquire and manage project resources by following the human resource and procurement management plans in order to meet project requirements.</p>
任务2 Task 2	<p>依照项目管理计划，通过领导和发展项目团队来管理项目执行状况，以实现项目可交付成果。</p> <p>Manage task execution based on the project management plan by leading and developing the project team in order to achieve project deliverables.</p>
任务3 Task 3	<p>使用合适的工具和技术实施质量管理计划，以确保按照要求的质量标准完成工作。</p> <p>Implement the quality management plan using the appropriate tools and techniques in order to ensure that work is performed in accordance with required quality standards.</p>
任务4 Task 4	<p>遵循变更管理计划，实施已批准的变更和纠正措施，以满足项目需求。</p> <p>Implement approved changes and corrective actions by following the change management plan in order to meet project requirements.</p>
任务5 Task 5	<p>遵循风险管理计划，实施已批准的措施，将风险对项目影响最小化，并充分利用机会。</p> <p>Implement approved actions by following the risk management plan in order to minimize the impact of the risks and take advantage of opportunities on the project.</p>
任务6 Task 6	<p>遵循沟通计划，管理信息流，以保证干系人参与到项目当中并了解进展状况。</p> <p>Manage the flow of information by following the communications plan in order to keep stakeholders engaged and informed.</p>

<p>任务7 Task 7</p>	<p>遵循干系人管理计划，维护干系人之间的关系，以获得干系人的持续支持，并管理干系人期望。 Maintain stakeholder relationships by following the stakeholder management plan in order to receive continued support and manage expectations.</p>																
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绩效领域IV：项目监控

PERFORMANCE DOMAIN IV: MONITORING AND CONTROLLING

领域领域IV Domain IV	项目监控-25% Monitoring and Controlling – 25%
任务1 Task 1	<p>使用适当的工具和技术衡量项目绩效，以确定和量化各种偏差和纠正措施。</p> <p>Measure project performance using appropriate tools and techniques in order to identify and quantify any variances and corrective actions.</p>
任务2 Task 2	<p>遵循变更管理计划来管理项目变更，以确保项目目标仍与业务需求保持一致。</p> <p>Manage changes to the project by following the change management plan in order to ensure that project goals remain aligned with business needs.</p>
任务3 Task 3	<p>使用适当的工具和技术，验证项目可交付成果是否符合质量管理计划确立的质量标准，以满足项目要求和业务需求。</p> <p>Verify that project deliverables conform to the quality standards established in the quality management plan by using appropriate tools and techniques to meet project requirements and business needs.</p>
任务4 Task 4	<p>通过确定风险敞口是否发生变化和评估风险应对策略的有效性，监控和评估风险，以管理风险和机会对项目的影响。</p> <p>Monitor and assess risk by determining whether exposure has changed and evaluating the effectiveness of response strategies in order to manage the impact of risks and opportunities on the project.</p>
任务5 Task 5	<p>评估问题日志，如有需要进行更新，使用合适的工具和技术确定纠正措施，以降低对项目的影响。</p> <p>Review the issue log, update if necessary, and determine corrective actions by using appropriate tools and techniques in order to minimize the impact on the project.</p>
任务6 Task 6	<p>使用经验教训管理技术来收集、分析和管理经验教训，以持续改进项目。</p> <p>Capture, analyze, and manage lessons learned, using lessons learned management techniques in order to enable continuous improvement.</p>

<p>任务7 Task 7</p>	<p>根据采购计划监督采购活动，以验证是否符合项目目标。 Monitor procurement activities according to the procurement plan in order to verify compliance with project objectives.</p>		
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绩效领域V：项目收尾
PERFORMANCE DOMAIN V: CLOSING

领域领域V Domain V	项目收尾-7% Closing – 7%
任务1 Task 1	<p>获得相关系人对项目的最终交付验收，以确认该项目的范围和可交付成果得以实现。</p> <p>Obtain final acceptance of the project deliverables from relevant stakeholders in order to confirm that project scope and deliverables were achieved.</p>
任务2 Task 2	<p>根据项目计划，将可交付成果的所有权移交给指定干系人，以促进项目收尾。</p> <p>Transfer the ownership of deliverables to the assigned stakeholders in accordance with the project plan in order to facilitate project closure.</p>
任务3 Task 3	<p>以普遍接受的做法和政策来进行财务、法律和行政收尾，以便沟通正式的项目收尾和确保责任的移交。</p> <p>Obtain financial, legal, and administrative closure using generally accepted practices and policies in order to communicate formal project closure and ensure transfer of liability.</p>
任务4 Task 4	<p>根据沟通管理计划准备和分享最终的项目报告，以记录和传递项目绩效信息，并协助进行项目评估。</p> <p>Prepare and share the final project report according to the communications management plan in order to document and convey project performance and assist in project evaluation.</p>
任务5 Task 5	<p>整理项目实施过程中记录的经验教训并进行项目综合评审，更新组织知识库。</p> <p>Collate lessons learned that were documented throughout the project and conduct a comprehensive project review in order to update the organization's knowledge base.</p>
任务6 Task 6	<p>使用普遍接受的最佳做法存档项目文件和资料，以确保符合法律要求，并供未来项目和审计使用。</p> <p>Archive project documents and materials using generally accepted practices in order to comply with statutory requirements and for potential use in future projects and audits.</p>

<p>任务7 Task 7</p>	<p>根据干系人管理计划，使用合适的工具和技术从相关干系人处获得反馈，以评估干系人的满意度。 Obtain feedback from relevant stakeholders using appropriate tools and techniques and based on the stakeholder management plan in order to evaluate their satisfaction.</p>		
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交叉知识与技能 CROSS-CUTTING KNOWLEDGE AND SKILLS

所有领域 All Domains	交叉知识与技能 Cross-Cutting Knowledge and Skills
	<ul style="list-style-type: none"> • 积极倾听 • 适用的法律和规章 • 效益实现 • 头脑风暴技巧 • 商业敏锐度 • 变更管理技巧 • 辅导、指导、培训与激励技巧 • 沟通渠道、工具、技术与方法 • 配置管理 • 冲突解决 • 客户满意度衡量指标 • 数据收集技术 • 决策 • 授权技巧 • 多样性与文化敏感度 • 情商 • 专家判断技巧 • 引导 • 代际敏感性与多样性 • 信息管理工具、技术与方法 • 人际关系能力 • 知识管理 • 领导力工具、技术与技能 • 经验教训管理技巧 • 会议管理技巧 • 谈判与影响技术与技能 • 组织与运营意识 • 同行评审流程 • 演示工具与技术
	<ul style="list-style-type: none"> Active listening • Applicable laws and regulations • Benefits realization • Brainstorming techniques • Business acumen • Change management techniques • Coaching, mentoring, training, and motivational techniques • Communication channels, tools, techniques, and methods • Configuration management • Conflict resolution • Customer satisfaction metrics • Data gathering techniques • Decision making • Delegation techniques • Diversity and cultural sensitivity • Emotional intelligence • Expert judgment technique • Facilitation • Generational sensitivity and diversity • Information management tools, techniques, and methods • Interpersonal skills • Knowledge management • Leadership tools, techniques, and skills • Lessons learned management techniques • Meeting management techniques • Negotiating and influencing techniques and skills • Organizational and operational awareness • Peer-review processes • Presentation tools and techniques

	<ul style="list-style-type: none">• 优先级/时间管理• 问题解决工具与技术• 目财务准则• 质量保证与控制技术• 关系管理• 风险评估技术• 情景意识• 干系人管理技术• 团队建设技巧• 虚拟/远程团队管理	<ul style="list-style-type: none">• Prioritization/time management• Problem-solving tools and techniques• Project finance principles• Quality assurance and control techniques• Relationship management• Risk assessment techniques• Situational awareness• Stakeholder management techniques• Team-building techniques• Virtual/remote team management
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附录A：角色描述研究（RDS）流程

APPENDIX A: ROLE DELINEATION STUDY (RDS) PROCESS

确定职责

Defining the Responsibilities

开发认证考试的第一步是确定持证人的职责。必须在开发有效的考试内容之前了解项目领导者和指导者的实际工作内容。有效的考试应覆盖每一个重要专业领域的考题，并以更重要、更关键、更具相关性的绩效领域为重点，围绕这些领域开发更多考题。确定领导和指导项目的个体在两个主要阶段的角色：第一个阶段，由当前的角色实施者确定职责；第二个阶段，对所确定的职责进行全球验证。

The first step in developing a certification examination is to define the responsibilities of the recipients of the credential. It must be known what the individuals who lead and direct projects actually do on the job before a content-valid test can be developed. A valid examination draws questions from every important area of the profession and specifies that performance areas (domains) considered more important, critical, and relevant be represented by more questions on the examination. Defining the role of individuals leading and directing projects occurs in two major phases: one in which individuals currently in the role define the responsibilities; the other in which the identified responsibilities are validated on a global scale.

2014年起，PMI开始为PMP认证开展全球角色描述研究（RDS）。RDS流程由一个代表PMI认证管理结构的指导委员会领导。一个由项目经理组成的项目任务小组负责在指导委员会的监督下实施项目。任务小组的成员来自不同地域、行业和职位，拥有不同的经验，以体现多元性。项目经理负责对任务小组的工作进行独立评估，同时在进行大样本项目经理调查前进行小规模试点。

Beginning in 2014, PMI commissioned a global Role Delineation Study (RDS) for the PMP credential. The RDS process was led by a steering committee, representing PMI's Certification Governance structure. A project task force comprised of project managers was responsible for the conduct of work on the project, with oversight from the steering committee. The task force represented diversity in geography, industry, job position, and experience. Project managers were also responsible for the independent reviews of the work of the task force and piloting the information before surveying a larger sample of project managers.

研究参加者在专业教育服务公司（ProExam）的指导下工作，就绩效领域、角色职能与责任、能力绩效评估所需完成的任务以及完成这些任务所需具备的知识/技能达成共识。

Study participants, working under the direction of the Professional Education Service (ProExam), reached consensus on the performance domains, a broad category of duties and responsibilities that define the role, as well as the tasks required for competence performance and the knowledge/skills needed to perform those tasks.

确认任务小组界定的职责

Validating the Responsibilities Identified by the Panelists

为确保研究结果以及任务小组开发的内容大纲的有效性，PMI会将任务小组的工作结果发送给世界各地的项目经理，对他们展开一项调查，要求他们在调查中提供反馈。96个国家的所有重要行业的项目经理都参与了PMI的调查，让PMI获得了大量反馈。通过这项调查，PMI获得了很多重要统计数据，有助于得出能力绩效重要性与任务频率方面的结论。受访项目经理还对所需知识/技能对其工作的重要程度做出了评价，同时说明在何时获得了这些知识/技能。

In order to ensure the validity of the study and content outline developed by the panels, a survey requesting feedback on the panel's work was sent to project management practitioners throughout the world. Surveys were distributed to thousands of project managers around the world. PMI received a robust set of responses to the survey, with participants from 96 countries and representing every major industry. This provided PMI with the statistical significance from which to draw conclusions about the criticality for competent performance and frequency of the tasks. Practitioners also rated the knowledge/skills on how essential they were to their work as project managers and when they were acquired.

制定考试计划

Developing a Plan for the Test

根据参加者的评分，PMI制定了考试蓝图，明确每个领域和任务应出现多少道考题。被受调者评定为“最重要”、“重要”和“相关”等级的领域和任务对应的考题数目较多。

Based on respondent ratings, an examination blueprint, clarifying exactly how many questions from each domain and task should be on the examination, was developed. Those domains and tasks that were rated as most important, critical, and relevant by survey respondents would have the most questions devoted to them on the examination.

根据研究结果，考试中175道计分考题在各个领域的分布应如下表所示。分布于各领域的其余25道预备试题，不计入得分。PMI通过预备试题更好地评估试题效果，并决定是否将考题纳入最终题库。

Results of the study indicated that the 175 scorable questions on the test should be distributed among the domains as shown in the following table. The remaining 25 questions will be dispersed throughout the domains as pretest questions and will not count in the candidates' scores. The pretest items allow PMI to monitor the question performance better, prior to including the questions in the final databank of test questions.

<p style="text-align: center;">领域 Domain</p>	<p style="text-align: center;">考题权重 Percentage of Items on Test</p>
1. 项目启动 Initiating	13%
2. 项目规划 Planning	24%
3. 项目执行 Executing	31%
4. 项目监控 Monitoring and Controlling	25%
5. 项目收尾 Closing	7%
计分试题总数 Total Number of Scored Questions	175%
不计分（预备）试题总数 Total Number of Unscored (Pre-test) Questions	25%
试题总数 Total Number of QuestionsQuestions	200



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