

**2026
EDITION**

Updated for
July 2026
PMP Exam
Outline

Encyclopedia of Project Management **Beyond PMP**

All Key PMBOK® Concepts Explained in Rhyme (Poetic Style)

- **Comprehensive PMP Preparation Guide and More**
- **Based on the PMBOK® Guide – 8th Edition**
- **Comprehensive Review of the Latest Exam Content Outline**
- **Covers AI, Predictive, Agile, and Hybrid Topics**
- **Full-Length Mock Exam**
- **Rhyming Content: Easy to Understand, Remember, and Recall**

Javed A. Abbasi
PMP®, PRINCE2® Practitioner

Pass the PMP Exam &
Keep this book on your shelf for years

- **Become a PMP® with a Global Perspective**
- **Cross-Mapping of PMP® and PRINCE2® Concepts**
- **Dedicated Section on PRINCE2® Briefing for PMPs**

Encyclopedia of Project Management

The World's First Project Management Book with Key Concepts in Rhyming

Introducing: Rhyming-Based Learning – Fun to Learn – Easy to Remember!

By Javed A. Abbasi

PMP and PRINCE2 Practitioners

Encyclopedia of Project Management

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Encyclopedia of Project Management

Javed A. Abbasi

First Edition, 2026

Preface

This book is unique because it teaches learners through a distinctive approach: explaining key concepts in rhyme (poetic style), while also providing detailed explanations in a conventional format.

We pioneered this educational methodology in 2020 with the launch of our training course, *PythPeare*, where complex technical concepts were introduced through a structured poetic approach. As demonstrated by timeless mnemonics such as “Thirty days hath September, April, June, and November,” the human mind often retains information more effectively when it is presented with rhythm and rhyme.

Another major strength of this book is that it is backed by the experience of a professional who has spent many years not only managing projects, but also serving as a training leader for PMP courses at one of the leading project management training institutes. Over the years, he has trained numerous professionals and has incorporated this practical and instructional experience into the book.

The salient features of this book are as follows:

1. This book provides an effective way to prepare for the PMP examination in an engaging yet highly professional manner.
2. It covers the key topics comprehensively.
3. It broadens the perspective and professional marketability of PMP professionals by mapping key PMP concepts to PRINCE2.
4. Other books may eventually adopt a similar approach, but this book is intended to pioneer this distinctive methodology.

Each rhyming concept is supplemented by an explanatory box. Readers are encouraged to study these explanations carefully, as they provide additional context, clarification, and practical understanding.

We strongly recommend that learners review the easy-to-understand rhyming concepts before appearing for the examination. The purpose of the rhyming concepts is to help readers review, remember, and recall the key concepts more effectively.

Javed A. Abbasi

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Introduction

This is a project management book in which key concepts are presented in rhyme. It is an attempt to take a serious subject and present it in a lighter and more memorable way. This unique approach is intended to help readers understand and remember some of the key concepts of project management through rhyme.

This approach is based on the assumption that the human mind recognizes and remembers rhythm more effectively. The purpose is to use rhyme constructively to help readers not only understand important concepts but also remember them for a longer period.

Which PMP Concepts Are Presented in Rhyme?

To ensure that readers develop a clear understanding and mindset regarding project management concepts, the rhyming content has been divided into three main areas:

1. Foundation Concepts from PMBOK® Guide – 8th Edition and The Standard for Project Management
This section begins with the basic definition of a project and progressively introduces fundamental project management concepts and principles.
2. Key Concepts from the Seven PMBOK® 8th Edition Performance Domains
Key concepts from all seven Performance Domains are presented in rhyme, including Project, Scope, Schedule, Finance, Stakeholder, Resources, and Risk Performance Domains.
3. PMP Examination Content Outline Tasks: The PMP Examination Content Outline contains more than 20 tasks, and each task is supported by at least one four-line rhyme designed to convey and reinforce the underlying concept.

I am confident that these rhymes will be worth reading, particularly for concepts that readers consider important, difficult, or confusing. Through our website, we are also making selected rhymes available under a copyleft approach, provided that the required disclaimer and copyleft notice are retained.

This is a unique approach. Although some readers may initially be unconvinced about using rhyme to learn project management concepts, the objective is to make complex concepts easier to understand, remember, and recall.

This is not just another book. It is a comprehensive book on project management.

How This Book Can Help You

There are several ways in which this book can support project management professionals and aspiring PMPs:

1. An essential resource for PMP candidates.

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2. A comprehensive reference for project management professionals.
3. A valuable resource for broadening a PMP's perspective by introducing relevant terminology and concepts from PRINCE2.

There has long been a need to bridge the conceptual and terminological gap between PMP and PRINCE2.

As the professional world has become increasingly global, project management professionals may work on projects involving organizations, teams, and stakeholders from different countries and professional environments. Therefore, they should understand the different terminology and approaches used across the global project management profession.

This book may serve as a bridge across the Atlantic. In the United States, one of the world's largest markets for project management, significant emphasis is placed on PMI and PMP, whereas PRINCE2 has traditionally had a strong presence in the United Kingdom and parts of Europe.

Beyond PMP

We are therefore presenting this book from a perspective that goes beyond PMP and, in some respects, beyond conventional project management boundaries.

There is also a history behind the use of rhyme as a learning technique in this work. We introduced rhyming-based learning in 2021. The important point here is that the rhymes presented in this book are human-generated, with project management concepts given the highest priority. They have been developed by a PMP- and PRINCE2-certified practitioner.

Part 1: Introduction to Project Management and Performance Domains

Chapter # 1: Introduction to Project Management

This book starts with the basic concepts of project management and progressively moves toward more important and advanced concepts. The objective of this chapter is to ensure that the reader develops a clear understanding of the basic foundations.

In this chapter, we use the concept of a Rhyme Box, which presents the basic concepts in a rhyming format. It is immediately followed by a second box that provides explanations and supporting notes for those concepts.

The primary focus is on PMP concepts; however, within the explanatory notes, we also discuss related PRINCE2 concepts, where applicable. The main objective is to ensure that the reader not only understands the PMP concepts but also develops a clear perspective on the corresponding PRINCE2 concepts, so that the terminology and vocabulary of both domains remain aligned and easy to understand.

Project Related Topics

Key Concept in Rhyme: Project

Concepts in Rhyme: Project

What is a Project?

A project is a temporary initiative that is distinct and unique.
Creating value is the primary focus that organizations seek.
A project can stand alone or be part of a program or portfolio,
Depending on how the leadership runs and directs the show.

A project is a temporary endeavor, distinct and unique,
Creating value is the primary focus that organizations seek.
It may stand alone, or within a program or portfolio flow,
Depending on how leadership runs and directs the show

Explanations and Notes

1. **PMBOK Point of view on Project:** From PMI's perspective, a project is a temporary initiative that creates a unique deliverable, focuses on achieving the intended outcome, and delivers value to stakeholders.
2. **PRINCE2 Point of view on Project:** In PRINCE2, rather than describing a project as a "temporary initiative," the emphasis is on the concept of a "temporary organization." Although the terminology differs, both expressions convey a similar idea: a project exists for a limited period to achieve defined objectives.
3. A PRINCE2 project is established to deliver one or more "business products" in accordance with an approved Business Case. While PMBOK emphasizes the delivery of value to stakeholders, PRINCE2 reflects this concept primarily through continued business justification, as documented and maintained through the Business Case.

Note:

- In this initiative we will focus on the PMBOK definitions and approach but will share PRINCE2 for reference only, where needed.
- Italics and underline are keyword important for PMP Exam perspective

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Source: Javed A. Abbasi, Encyclopedia of Project Management – Beyond PMP.

Key Concept in Rhyme: Project Details

From a PMBOK perspective, a project is a temporary initiative undertaken in a unique context to create value. It has a defined beginning and end, produces a product, service, result, or capability, and may exist as a stand-alone effort or as part of a broader program or portfolio. The modern PMBOK view places strong emphasis on value, meaning a project is not successful merely because deliverables are produced; it must also support intended outcomes, stakeholder expectations, and benefits. Therefore, a project should be understood not only as temporary work, but as a structured value-creation effort.

From the PMP Exam Content Outline perspective, a project is examined through the practical responsibilities required to deliver value across People, Process, and Business Environment domains. The exam expects understanding of how project work is planned, executed, monitored, controlled, adapted, and closed in predictive, agile, and hybrid environments. It also reframes project success beyond the traditional scope, schedule, and budget view, focusing on stakeholder value, desired outcomes, and whether the effort and expense were worthwhile.

In PRINCE2, a project is also temporary and controlled, but the focus is more explicitly on delivering one or more approved business products under a Business Case, with continued business justification, defined roles, stages, tolerances, and governance guiding the project from start to closure.

Take Away

1. Project is a temporary value-creation initiative, not routine operational work; it exists to create a product, service, result, or capability in a unique context.
2. Project may exist as a stand-alone effort or as part of a broader program or portfolio.
3. Main objective of the project that Deliveries must create intended outcome to generate Value

Project vs Operations

Key Concept in Rhyme: Project vs Operations

Concepts in Rhyme: Project vs Operations
Project vs. Operations Operations, unlike projects, are ongoing, with no fixed start or end date, They support day-to-day work through which organizations operate. Project deliverables, when accepted, are handed over to operations, They must create value; that is why they survive in organizations.
Explanations and Notes
1. PMBOK Point of view on Project vs Operations: PMBOK defines project is a temporary endeavor undertaken to create a unique product, service, or result, while operations are ongoing activities that sustain and continuously support the organization's products, services, or business processes. 2. PRINCE2 Point of view on Project vs Operations: PRINCE2 defines project is a temporary organization created to deliver products and enable change, while operations are the ongoing business activities that use and sustain those products after the project 3. Operations: In both PMBOK and PRINCE2, operations are ongoing business activities that use, sustain, and support the products, services, and processes delivered by projects.

Project vs Operations Details

Project vs. Operations, from the PMBOK 8 perspective, shows the difference between temporary change work and ongoing business work. A project is a temporary initiative undertaken in a unique context to create value, with a defined beginning and end. Operations, by contrast, are continuing activities that sustain, support, and run the organization's products, services, or business processes. Projects usually create new or changed deliverables, capabilities, services, or results; once accepted, these may be transitioned to operations for ongoing use, support, maintenance, or benefit realization. In simple terms, projects create or change, while operations sustain and run.

From the PMP Exam Content Outline perspective, this distinction is important because the exam tests project managers in environments where project work interacts with business operations. The ECO includes coordination with other projects and operations in schedule planning, readiness for transition to operations during closure, and alignment with business value and desired outcomes.

In PRINCE2, a project is also viewed as a temporary organization created to deliver business products and enable change, while operations or business-as-usual activities use, sustain, and support those products after the project. Therefore, both PMBOK and PRINCE2 treat projects as temporary value-creating change vehicles, while operations continue after the project to keep value alive.

Take Away

1. Projects are temporary and create or change products, services, results, or capabilities.
2. Operations are ongoing and sustain day-to-day business products, services, and processes.
3. From the PMP exam view, project deliverables often move to operations for transition, support, use, and benefit realization.

What Is Project Management?

Key Concept in Rhyme: Project Management

Concepts in Rhyme: Project Management
~~Stephen Covey's Seven Habits sets a framework that thinkers admire,~~ ~~Defining habit in simple words as a set of knowledge, skills, and desire.~~ ~~Borrowing two words from habit makes the definition distinct and unique,~~ ~~Project management is a set of knowledge, skills, tools, and techniques.~~ Stephen Covey's Seven Habits sets a framework that thinkers admire, Defining habit in simple words as a set of knowledge, skills, and desire. Borrowing two words from habit, now PMI's definition clearly speaks: Project management is a set of knowledge, skills, tools, and techniques.
Explanations and Notes
1. PMBOK Point of view on Project Management: "The application of knowledge, skills, tools, and techniques to project activities to meet or exceed the intended value. 2. PRINCE2 Point of view on Project Management: The application of methods, tools, techniques, and competencies to a project 3. PMI's modern approach emphasizes meeting or exceeding intended value in project management; however, this does not mean accepting scope creep or unnecessary gold plating.

Project Management Details

Project management is the application of knowledge, skills, tools, and techniques to project activities so the project can meet or exceed its intended value. In the modern PMI view, project management is not limited to completing activities or producing deliverables; it also focuses on whether the project creates meaningful value for its stakeholders and intended beneficiaries. This value-focused approach helps project managers connect project work with outcomes, benefits, and organizational objectives.

PRINCE2 defines project management through the application of methods, tools, techniques, and competencies to a project. This supports a structured approach where project work is planned, controlled, and delivered through appropriate management practices. However, meeting or exceeding intended value does not mean accepting uncontrolled scope expansion, gold plating, or unnecessary additions. Value must be achieved through approved scope, agreed objectives, and disciplined project governance.

Take Away

1. Project management applies knowledge, skills, tools, and techniques.
2. The focus is intended value, not only deliverables.
3. Value must be achieved without scope creep or gold plating.

Who Is a Project Manager?

Key Concept in Rhyme: Project Manager

Concepts in Rhyme: Project Manager
A Project Manager is assigned by the performing organization to lead the team, A true leader who inspires, motivates others, and keeps up the team's steam. Focused on achieving intended outcomes, objectives, and real value creation, A master of integration, delegation,, negotiation, communication, and facilitation.
Explanations and Notes
PMBOK Point of view on Project Manager: A project manager is assigned by the performing organization to lead the project team and manage project work in order to achieve project objectives and intended value. Project Manager Authority as per PMBOK: A project manager's authority varies according to the organization structure, governance model, and project environment. In a functional or weak matrix organization, authority may be limited; in a strong matrix or projectized organization, authority is usually greater. PRINCE2 Point of view on Project Manager: The project manager is appointed to run the project on behalf of the project board within agreed tolerances and constraints, and is responsible for day-to-day project management. Project Manager Authority as per PRINCE2: In PRINCE2, the project board provides overall direction and decision-making authority, while the project manager manages daily project work within the authority delegated by the project board.

Project Manager Details

Project Manager, from the PMBOK 8 perspective, is the person assigned by the performing organization to lead the project team and manage project work so that project objectives and intended value can be achieved. The role is not limited to preparing schedules or tracking tasks; it requires leadership, communication, stakeholder engagement, integration, decision-making, problem-solving, and the ability to guide the team through uncertainty. PMBOK 8 also reflects the modern value-focused view of project management, where the project manager must help connect deliverables with outcomes, benefits, and stakeholder value rather than focusing only on output completion.

From the PMP Exam Content Outline perspective, the project manager is tested as a practical leader who works across People, Process, and Business Environment domains. The ECO includes responsibilities such as developing a common vision, managing conflicts, leading the team, engaging stakeholders, planning and managing delivery, ensuring value-based delivery, managing risk, compliance, change, issues, and supporting organizational change.

In PRINCE2, the project manager runs the project on behalf of the project board within agreed tolerances and constraints, while handling day-to-day management of the project. Therefore, PRINCE2 gives the project manager delegated authority, but final direction and major decisions remain with the project board.