COURSE AGENDA

PMI® – Agile Certified Practitioner (PMI – ACP)®

Lesson 01—PMI – ACP Course Overview
• Value of PMI – ACP Certification to the Professional
• Value of PMI – ACP Certification to the Organization
• PMI – ACP Eligibility Requirements
• PMI – ACP Timeline
• PMI – ACP Certification Fees
• PMI –ACP Certification Maintenance & Renewal
• PMI – ACP Exam Information
• PMI – ACP Exam Blueprint
• Practice Questions
• Sources of Information
• About the Agile exam, format and what is tested
Lesson 2: Introduction to Agile
• What is Agile
• How Has Agile Evolved
• The Agile Manifesto
• Principles of Agile Manifesto
• Definition of Agile
• Benefits of Agile
• Agile: Real Life Example
Lesson 3: Agile Methodologies

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- Agile Methodologies, Frameworks, and Processes
- Scrum
- Scrum Roles
- Scrum Meetings
- Extreme Programming (XP)
- Extreme Programming Process Diagram
- Five Core Principles of XP
- The Crystal Methodologies
- Dynamic Systems Development Method (DSDM)
- Principles of DSDM Atern
- Feature Driven Development
- Feature Driven Development Cycle
- Agile Project Management
- APM Framework
- The APM and PMBOK
- Lean Software Development
- Lean Principles
- Kanban
- Lean Kanban Method
- OpenUP
- Agile Controversy

Lesson 4: Communication

- Project Communication
- Information Radiators
- Task Boards
- Big Visible Charts
- Continuous Integration Build Health Indicators

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- Effective Information Radiators
- Team Space
- Co-located vs. Distributed Teams
- Osmotic Communications
- Daily Stand-up Meeting
- Agile Tooling

Lesson 5: Agile Planning, Monitoring, and Adopting: Part 1

- Multiple Levels of Planning
- Aligning Agile Projects to Programs and Portfolios
- User Story: Card, Conversation, and Confirmation
- User Story: Attributes
- Story Card Information
- Theme and Epic
- Timeboxing
- Advantages of Timeboxing
- Prioritizing Requirements: MoSCoW
- Release Plan

Lesson 6: Agile Planning, Monitoring, and Adopting: Part 2

- Velocity
- Iteration Plan
- Velocity-Driven Iteration Planning
- Commitment-Driven Iteration Planning
- Iteration: Mid-Course Corrections
- Release Plan vs. Iteration Plan
- Release Burndown Chart
- Burndown Charts
- Burndown Bar Charts

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- Burnup Charts
- Cumulative Flow Diagrams
- CFD: Little's Law
- Work-in-Progress: Detailed

Lesson 7: Agile Planning, Monitoring, and Adopting: Part 3

- Kanban Boards
- Kanban Cards
- Retrospectives
- Techniques to Conduct Retrospectives
- Agile Process Tailoring

Lesson 8: Agile Estimation: Part 1

- Measures of Size
- Relative Estimating
- Story Points
- Story Points and Estimating
- Value Points
- Ideal Days
- Comparing the Approaches
- Estimation Scale
- Planning Poker

Lesson 9: Agile Estimation: Part 2

- Accuracy vs. Precision
- Wideband Delphi
- Wideband Delphi Process
- Affinity Estimation
- Estimation using T-shirt Sizing
- Affinity Estimation Process

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- Silent Relative Sizing
- Edit the Wall
- Place Items into Relative Size Buckets
- Store the Data

Lesson 10: Agile Analysis and Design

- Agile Product Roadmap
- Product Backlog
- Agile Story Maps
- Agile Wireframes
- Chartering
- Components of Agile Project Charter
- Agile Personas
- Agile Modeling

Lesson 11: Agile Quality

- Quality in Agile
- Agile Frequent Verification and Validation
- Test-First Development
- Acceptance Test Driven Development
- ATDD Cycle
- Definition of Done
- Checklist for Story Completion
- Continuous Integration

Lesson 12: Soft Skills Negotiation

- Agile Emotional Intelligence
- EI and Scrum Masters/Agile Project Managers
- Emotional Intelligence Skills Assessment Framework
- Benefits of Emotional Intelligence

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- Collaboration Technology

- Adaptive Leadership: ‘Doing Agile’ Tools
- Agile Negotiation and Conflict Management
- Five Levels of Conflict by Speed Leas
- Agile Conflict Resolution
- Servant Leadership
- Agile Servant Leadership

Lesson 13: Value - based Prioritization

- Forecasting
- Time Value of Money: Terminologies
- Calculation of Future Value and Present Value
- Return on Investment
- Net Present Value
- Internal Rate of Return
- Payback Period
- Agile Compliance
- Prioritization
- Prioritizing Requirements: MoSCoW
- Prioritizing Requirements: Kano Model
- Categories: Kano Model
- Prioritization Requirements: Relative Weighting
- Agile Customer Valued Prioritization
- Minimum Marketable Feature
- Introduce slack
- Manage Change

Lesson 14: Agile Risk Management

- Risk Management in Agile

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- Risk Adjusted Product Backlog
- Risk Management Lifecycle
- Risk Identification
- Risk Assessment: Categories
- Risk Assessment: Risk Census
- Risk Assessment: Risk Board
- Risk Burndown Chart
- Risk Response Strategies
- Risk Review
- Risk Profile Graphs
- Progressive Risk Reduction
- Risk-Based Spike

Lesson 15: Agile Metrics

- Agile Metrics
- Types of Metrics
- Velocity
- Unit of Measure for Velocity
- Velocity at Work: Burn Charts
- Burndown Chart: Line Style
- Burndown Chart: Bar Style
- Burnup Chart
- Combined Burn Chart
- Cycle Time
- Lead Time vs. Cycle Time
- Earned Value Management for Agile
- EVM Terminologies
- Earned Value Metrics with Formulae

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- Earned Value: Planning Parameters
- EVM for Agile
- Baseline Metrics
- Measuring Metrics
- Result Interpretation
- Managing Scope Change
- Escaped Defects

Lesson 16: Agile Value Stream Analysis

- Value Stream Mapping
- Value Stream Mapping: Process
- Mapping Seven Wastes of Lean Manufacturing to Software
- Agile Flowcharts
- Flowchart Symbols
- Agile Spaghetti Diagrams
- Benefits of Spaghetti Diagram

Lesson 17: Knowledge and Skills: Part 1

- Active Listening
- The Agile Manifesto
- Assessing and Incorporating Community and Stakeholder Values
- Agile Brainstorming Session
- Building Empowered Teams
- Coaching and Mentoring within Teams
- Agile Coaching
- Coaching at Levels
- Skills of an Agile Coach

Lesson 18: Knowledge and Skills: Part 2

- Agile Communication

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- Feedback Techniques
- Incremental Delivery
- Knowledge Sharing
- Agile Problem Solving
- Agile Problem Solving Techniques
- Agile Leadership

Lesson 19: Knowledge and Skills: Part 3

- Project and Quality Standards for Agile Projects
- Stakeholder Management
- Agile Team Motivation
- Agile Team Motivation: Maslow’s Theory
- Agile Team Motivation: Frederick Herzberg's Theory
- Agile Team Motivation: McClelland's Theory
- Agile Team Motivation: Boehm’s Theory
- Building High-Performance Teams
- Characteristics of High-Performance Agile Teams
- Collaborating Collocated Teams
- Deliberately Distributed Teams
- Distributed vs. Collocated Teams
- Agile Facilitation Methods
- Agile Participatory Decision Making

Lesson 20: Knowledge and Skills: Part 4

- PMI Code of Ethics and Professional Conduct
- Process Analysis Techniques
- Self-Assessment
- Agile Contracts
- Fixed Price Fixed Scope Contract

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• Time and Materials Contract
• T and M with Fixed Scope and Cost Ceiling
• T and M with Variable Scope and Cost Ceiling
• Agile Compliance
• Control Limits for Agile Projects
• Agile Failure Modes
• Agile Coach Failure Modes

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