
PMI Agile Certified Practitioner (PMI-ACP)®

Overview

This course provides participants with a solid foundation of the PMI-ACP® exam. Participants will be introduced to PMI Agile concepts and practices.

Target Audience

This course is designed for project leaders, scrum masters, coaches, product owners, and team members who intend on taking the PMI-ACP® exam.

Course Objectives

Upon successful completion of this course, you will know:

- Agile principles and practices that will enhance team productivity and improve customer satisfaction
- How to create transparent communication among stakeholders
- How to manage project's scope, schedule and budget in an Agile environment
- How to maximize business value and deliver most value early in the project
- How to build high-performing team
- How to plan at multiple levels and manage stakeholders' expectations
- How to detect, track and resolve risks in an Agile project

Course Outline

1 - Introduction to the PMI-ACP® Course and Exam

2 - Agile Principles and Mindset

Agile project Management Framework:

- What is Agility
- Agile Manifesto
- Agile Principles
- Agile Methodologies: Scrum, Kanban, Extreme programming (XP), Lean
- Agile leadership
- Agile process overview

3 - Value-Driven Delivery

What is Value-driven delivery, how to deliver value early and minimize waste

Assessing Value - Return on Investment (ROI), net present value (NPV), Internal rate of return (IRR), earned value management, managing risk

Value Based prioritization – Customer-Valued prioritization, prioritization schemes (Kano analysis, MoSCoW, relative prioritization / ranking

Delivering incrementally – Minimal Viable Product (MVP), Minimal marketable Feature (MMF), Work In progress (WIP), WIP Limits, Bottlenecks, Cumulative Flow Diagram (CFD)

Contracting in Agile projects

Verification and validation

4 - Stakeholder Engagement

Identifying project stakeholders
Managing stakeholder engagement
Establishing a shared vision – Agile chartering, Definition of "Done" (DoD), Agile modelling, wireframes, personas
Communication Management – face to face communication, two-way communication, knowledge sharing, information radiators, social media
Working collaboratively – workshops, brainstorming, collaboration games
Interpersonal skills for Agile success – emotional intelligence, active listening, facilitation, negotiation, conflict resolution, participatory decision making

5 - Team Performance

Agile team roles
High-performing Agile teams – stages of team development
Adaptive leadership
Creating collaborative team spaces – co-located teams, osmotic communication, distributed teams
Tracking team performance in Agile teams – burn charts, velocity

6 - Adaptive Planning

Defining adaptive planning
Principles of Agile planning
Tools for sizing and estimating
Releases and Iterations planning

7 - Problem Detection and Resolution

How problems impact a project
Detecting problems – lead time and cycle time, defects, variance analysis, trend analysis, control limits
Managing projects threats and issues – risk-adjusted backlog, risk severity, risk burndown graphs
Solving problems

8 - Continuous Improvement

Multiple levels of improvement – processes, product, people
Implementing continuous process improvement – process tailoring, systems thinking, process analysis, value stream mapping, project pre-mortems
Working towards continuous product improvement – product feedback loops and learning cycle
Leading continuous people improvement – retrospectives, team self-assessments

9 - PMI-ACP® Exam Preparation

PMI-ACP® Exam Particulars Overview
PMI-ACP® Exam Particulars
PMI-ACP® Candidate Requirements
PMI-ACP® Candidate Fees
PMI-ACP® Exam Application Process