

COURSE AGENDA

INTRODUCTION TO PMI – ACP CERTIFICATION

1. Knowing PMI®
2. Certification Programs offered by PMI®
3. Value of PMI-ACP®
4. PMI-ACP® Certification Cycle;
5. PMI-ACP® Eligibility Requirements;
6. PMI-ACP® Exam Application;
7. PMI-ACP® Exam Pattern;
8. PMI-ACP® Exam Blueprint;
9. PMI® Contact Information

AGILE PROJECT MANAGEMENT

1. What is Agility?
2. Traditional/Agile Project Management
3. Key Values for Agile Leaders
4. The Agile Triangle
5. Agile Methodologies
6. APM Framework
 - o Envision Phase
 - o Speculate Phase
 - o Explore Phase
 - o Adapt Phase
 - o Close Phase

VALUE BASED PRIORITIZATION

1. Time Value of Money
2. Return On Investment (ROI)
3. Present Value (PV), Net Present Value (NPV)
4. Internal Rate of Return (IRR)
5. Opportunity Cost (OC)
6. Payback Period
7. Prioritization
8. Customer Valued Prioritization
9. Minimally Marketable Feature (MMF)
10. Agile Compliance
11. Business Case Development

AGILE ANALYSIS AND DESIGN

1. Agile Chartering
2. Product Roadmap
3. Product Backlog
4. User Story
5. Story Maps
6. Wireframes
7. Personas
8. Agile Modeling
9. Best Practices – Agile Modeling
10. Planning Games / Collaborative Games

AGILE ESTIMATION

1. Estimation
2. Story Points
3. Relative Sizing
4. Theme and Epic
5. Ideal Day, Ideal Time
6. Planning Poker
7. Wide Band Delphi
8. Affinity Estimating
9. Agile Cost Estimation

PLANNING, MONITORING AND ADAPTING

1. Time-Boxing
2. Multiple Levels of Planning
3. Release Planning
4. Iteration Planning
5. Release Plan Vs Iteration Plan
6. Daily Stand up
7. Burndown Chart / Burnup Chart
8. Variance and Trend Analysis
9. Cumulative Flow Diagram
10. Agile Task Board
11. Kanban Board
12. WIP Limits

PRODUCT QUALITY

1. Quality in Agile
2. Project and Quality Standard in Agile
3. Agile Testing Quadrants
4. Frequent Verification and Validation
5. Test First Development (TFD) / Test Driven Development (TDD)
6. Acceptance Test Driven Development (ATDD)
7. Continuous Integration (CI)
8. Refactoring
9. Definition of Done (DoD)
10. Collection Code Ownership
11. Knowledge Sharing
12. Technical Debt

COMMUNICATION

1. Agile Communication
2. Information Radiator
3. Agile Team Space
4. Osmotic Communications
 - o Collocated Team
 - o Distributed Team
5. Agile Tools
6. Active listening
7. Brainstorming
8. Feedback Methods

INTERPERSONAL SKILLS

1. Emotional Intelligence
2. Emotional Intelligence Skills Assessment (EISA) Framework
3. Goleman Emotional Intelligence Model
4. Collaboration
5. Agile Leadership
6. Adaptive Leadership
7. Servant Leadership
8. Negotiation
9. Conflict Resolution

AGILE RISK MANAGEMENT

1. Risk as Prioritization Factor
2. Risk Management in Agile
3. Risk Adjusted Product Backlog
4. Expected Monetary Value
5. Risk Management
6. Risk Burn-down Chart
7. Risk Based Spike

AGILE METRICS

1. Metrics
2. Velocity
3. Cycle Time
4. Earned Value Management (EVM)
 - o Various EVM Terms
 - o Earned Value Metrics
 - o Measuring Metric
5. Escape Defects

PROCESS IMPROVEMENT

1. Value and Non-Value
2. Value Stream Mapping
3. Waste in Software Development
4. Retrospectives
5. Control limit for agile projects
6. Process Analysis
7. Process improvements
8. Agile failure modes
9. Agile coach failure and success modes
10. Agile Process Tailoring
11. Shu-Ha-Ri

KNOWLEDGE AND SKILLS – Part 1

1. Community and Stakeholder Values
2. Building Empowered Teams
3. Building High Performance Team
4. Coaching and Mentoring within Team
5. Coaching at Levels
6. Stakeholder Management
7. Team Motivation
8. Self Assessment
9. Knowledge Sharing
10. Problem solving
11. Facilitation method
12. Participatory Decision Models

KNOWLEDGE AND SKILLS – Part 2

1. Agile Contracting Methods
2. Vendor Management
3. Globalization, Culture and Team Diversity
4. Principles of System Thinking
5. Incremental Delivery
6. Agile Methods and Approaches
7. Applying New Agile Practices
8. PMI's code of Ethics and Professional Conduct