

Agile Hybrid Project Pro Micro-Credential



Examination Content Outline

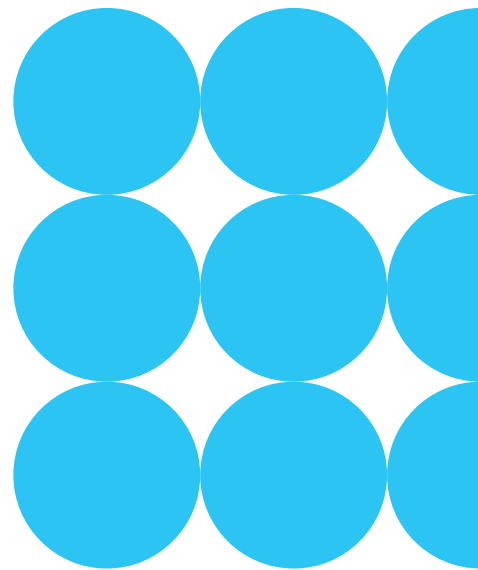
JULY 2020





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INTRODUCTION

PMI aligns its process with certification industry best practices, such as those found in the Standards for Educational and Psychological Testing.

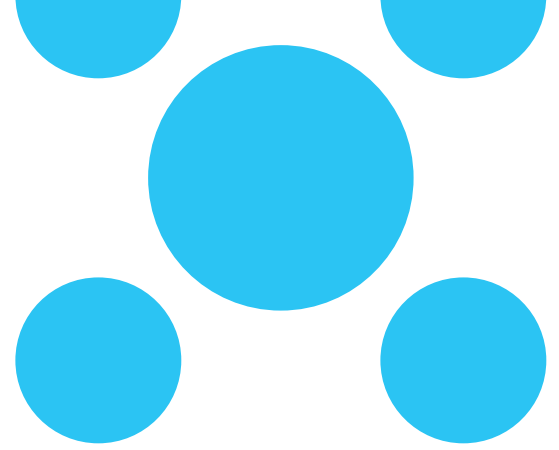
A key component of the examination development process is that organizations wishing to offer valid and reliable professional credentialing examinations are directed to use a Role Delineation Study (RDS) or Job Task Analysis (JTA) as the basis for the creation of the examination. This process utilizes 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.

Project Management Institute (PMI) offers a professional certification for project managers, known as the Project Management Professional (PMP)[®]. The PMP certification is also accredited against the internationally recognized ISO 17024 standard.¹ Along with this year's update to the PMP certification exam in which PMI conducted a Global Practice Analysis market research study to identify trends in the profession previously unaddressed in the PMP exam, PMI also launched a new product called the micro-credential.

As part of PMI's continued efforts to address its customer's needs, the all-new Agile Hybrid Project Pro Micro-Credential exam is being introduced to help traditional project managers, existing PMP certification holders, project managers with Agile/Hybrid knowledge and/or experience, to align with the latest industry standards. The Agile Hybrid Project Pro Micro-Credential exam will follow a similar, though more focused, exam content outline as the PMP. However, questions will focus solely on Agile and Hybrid project management approaches.

PMI certification holders can be confident that the Agile Hybrid Project Pro Micro-Credential exam has been developed according to the best practices of test development and based upon input from the practitioners who establish those standards. All the questions on the examination have been written and extensively reviewed by qualified PMP certification holders and tracked to two academic references. These questions are mapped against the Agile Hybrid Project Pro Micro-Credential Examination Content Outline (below) to ensure that an appropriate number of questions are in place for the examination.

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



Exam Content Outline

The following table identifies the proportion of questions from each domain that will appear on the examination.

Domain	Percentage of Items on Test
I. People	42%
II. Process	50%
III. Business Environment	8%
Total	100%

Important note: The research conducted through the Job Task Analysis validates that today's project management practitioners work in a variety of project environments and utilize different project approaches. Accordingly, the Agile Hybrid Project Pro Micro-Credential will be reflective of this and incorporated across Agile and Hybrid approaches. Agile and hybrid approaches will be found throughout the three domain areas listed above and are not isolated to any particular domain or task.



Domains, Tasks, and Enablers

In this document you will find an updated structure for the Agile Hybrid Project Pro Micro-Credential Examination Content Outline.

On the following pages you will find the domains, tasks, and enablers as defined by the Role Delineation Study.

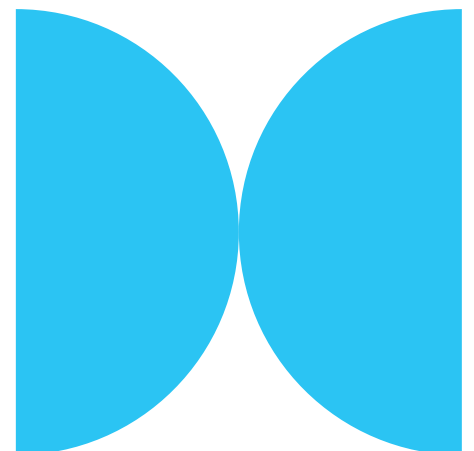
- ▶ **Domain:** Defined as the high-level knowledge area that is essential to the practice of project management.
- ▶ **Tasks:** The underlying responsibilities of the project manager within each domain area.
- ▶ **Enablers:** Illustrative examples of the work associated with the task. Please note that enablers are not meant to be an exhaustive list but rather offer a few examples to help demonstrate what the task encompasses.

Following is an example of the new task structure:

TASK STATEMENT → **MANAGE CONFLICT**

Enablers

- Interpret the source and stage of the conflict
- Analyze the context for the conflict
- Evaluate/recommend/reconcile the appropriate conflict resolution solution





Domain I	People – 42%
<p>TASK 1</p>	<p>Manage conflict</p> <ul style="list-style-type: none"> • Interpret the source and stage of the conflict • Analyze the context for the conflict • Evaluate/recommend/reconcile the appropriate conflict resolution solution
<p>TASK 2</p>	<p>Lead a team</p> <ul style="list-style-type: none"> • Set a clear vision and mission • Support diversity and inclusion (e.g., behavior types, thought process) • Value servant leadership (e.g., relate the tenets of servant leadership to the team) • Determine an appropriate leadership style (e.g., directive, collaborative) • Inspire, motivate, and influence team members/stakeholders (e.g., team contract, social contract, reward system) • Analyze team members and stakeholders' influence • Distinguish various options to lead various team members and stakeholders
<p>TASK 3</p>	<p>Support team performance</p> <ul style="list-style-type: none"> • Appraise team member performance against key performance indicators • Support and recognize team member growth and development • Determine appropriate feedback approach • Verify performance improvements
<p>TASK 4</p>	<p>Empower team members and stakeholders</p> <ul style="list-style-type: none"> • Organize around team strengths • Support team task accountability • Evaluate demonstration of task accountability • Determine and bestow level(s) of decision-making authority
<p>TASK 5</p>	<p>Address and remove impediments, obstacles, and blockers for the team</p> <ul style="list-style-type: none"> • Determine critical impediments, obstacles, and blockers for the team • Prioritize critical impediments, obstacles, and blockers for the team • Use network to implement solutions to remove impediments, obstacles, and blockers for the team • Re-assess continually to ensure impediments, obstacles, and blockers for the team are being addressed



Domain I	People – 42%
TASK 6	Collaborate with stakeholders <ul style="list-style-type: none">• Evaluate engagement needs for stakeholders• Optimize alignment between stakeholder needs, expectations, and project objectives• Build trust and influence stakeholders to accomplish project objectives
TASK 7	Build shared understanding <ul style="list-style-type: none">• Break down situation to identify the root cause of a misunderstanding• Survey all necessary parties to reach consensus• Support outcome of parties' agreement• Investigate potential misunderstandings
TASK 8	Engage and support virtual teams <ul style="list-style-type: none">• Examine virtual team member needs (e.g., environment, geography, culture, global, etc.)• Investigate alternatives (e.g., communication tools, colocation) for virtual team member engagement• Implement options for virtual team member engagement• Continually evaluate effectiveness of virtual team member engagement



Domain II	Process – 50%
TASK 1	Execute project with the urgency required to deliver business value <ul style="list-style-type: none"> • Assess opportunities to deliver value incrementally • Examine the business value throughout the project • Support the team to subdivide project tasks as necessary to find the minimum viable product
TASK 2	Manage communications <ul style="list-style-type: none"> • Analyze communication needs of all stakeholders • Determine communication methods, channels, frequency, and level of detail for all stakeholders • Communicate project information and updates effectively • Confirm communication is understood and feedback is received
TASK 3	Assess and manage risks <ul style="list-style-type: none"> • Determine risk management options • Iteratively assess and prioritize risks
TASK 4	Engage stakeholders <ul style="list-style-type: none"> • Analyze stakeholders (e.g., power interest grid, influence, impact) • Categorize stakeholders • Engage stakeholders by category • Develop, execute, and validate a strategy for stakeholder engagement
TASK 5	Plan and manage budget and resources <ul style="list-style-type: none"> • Estimate budgetary needs based on the scope of the project and lessons learned from past projects • Anticipate future budget challenges • Monitor budget variations and work with governance process to adjust as necessary • Plan and manage resources



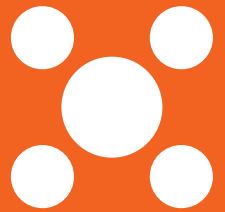
Domain II	Process – 50%
TASK 6	Plan and manage schedule <ul style="list-style-type: none">• Estimate project tasks (milestones, dependencies, story points)• Utilize benchmarks and historical data• Prepare schedule based on methodology• Measure ongoing progress based on methodology• Modify schedule, as needed, based on methodology• Coordinate with other projects and other operations
TASK 7	Plan and manage quality of products/deliverables <ul style="list-style-type: none">• Determine quality standard required for project deliverables• Recommend options for improvement based on quality gaps• Continually survey project deliverable quality
TASK 8	Plan and manage scope <ul style="list-style-type: none">• Determine and prioritize requirements• Break down scope (e.g., WBS, backlog)• Monitor and validate scope
TASK 9	Manage project issues <ul style="list-style-type: none">• Recognize when a risk becomes an issue• Attack the issue with the optimal action to achieve project success• Collaborate with relevant stakeholders on the approach to resolve the issues



Domain III	Business Environment – 8%
TASK 1	Plan and manage project compliance <ul style="list-style-type: none">• Confirm project compliance requirements (e.g., security, health and safety, regulatory compliance)• Classify compliance categories• Determine potential threats to compliance• Use methods to support compliance• Analyze the consequences of noncompliance• Determine necessary approach and action to address compliance needs (e.g., risk, legal)• Measure the extent to which the project is in compliance
TASK 2	Evaluate and deliver project benefits and value <ul style="list-style-type: none">• Investigate that benefits are identified• Document agreement on ownership for ongoing benefit realization• Verify measurement system is in place to track benefits• Evaluate delivery options to demonstrate value• Appraise stakeholders of value gain progress



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