

## PMI Agile Certified Practitioner (PMI-ACP)® Exam Preparation Course TOC

The PMI Agile Certified Practitioner (PMI-ACP)® course is a comprehensive training program designed for individuals looking to solidify their knowledge in [Agile practices](#) and gain recognition for their expertise. By earning the PMI-ACP certification, practitioners can demonstrate to employers their level of professionalism in [Agile principles](#), practices, tools, and techniques, and increase their professional versatility in [project management](#) tools and techniques. The course covers a range of topics, starting with an introduction to agile and [project management](#), and progresses through the selection of appropriate life cycles, creating and delivering in an agile environment, and understanding organizational considerations. It dives deep into various [Agile approaches and methods](#), and the domains and tasks associated with agile [project management](#). Participants will also learn about [Agile tools and techniques](#), as well as gain knowledge and skills in areas such as [Agile analysis and design](#), [Estimation](#), and risk management. This PMI agile training course is ideal for professionals seeking to enhance their skills and ensure their projects are managed effectively in a dynamic and adaptive environment.

### Agile Foundations and Mindset

- **Introduction to Agile and PMI-ACP**
  - Overview of the PMI-ACP Certification
  - Agile in the context of knowledge work
  - Course objectives and expectations
- **The Agile Landscape**
  - History of Agile: Agricultural, Industrial, Information revolutions
  - Defined vs. Empirical processes
  - Complex vs. Simple projects and decision-making
- **The Agile Mindset**
  - Characteristics of an agile mindset
  - Value-driven development and continuous improvement
  - Professional, team, and organizational agility
- **The Agile Manifesto**
  - 4 Agile Values and 12 Principles
  - Agile as a mindset, not just a methodology
  - Comparing traditional vs. agile approaches
- **Agile Frameworks and Approaches**
  - Scrum: Roles, Events, and Artifacts
  - Extreme Programming (XP): Values, Roles, and Practices
  - Lean: Principles and Eight Wastes
  - Kanban: Workflow, WIP limits, Flow metrics
  - Feature-Driven Development (FDD)

- Crystal, DSDM, Adaptive Software Development
  - ScrumBan, Scrum@Scale, Beyond Agile Model (BAM)
  - **Reflection and Knowledge Check**
    - Case study discussions
    - Quiz or group activity on values and principles
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## Agile Leadership and Team Performance

- **Agile Leadership Principles**
    - Empowering and supporting self-organizing teams
    - Facilitating problem resolution and promoting collaboration
    - Building trust and psychological safety
  - **Motivation and Engagement**
    - Herzberg's motivation theory: Motivators vs. Hygiene factors
    - Daniel Pink's Drive: Autonomy, Mastery, and Purpose
    - Aligning individual values with team goals
  - **Creating High-Performing Agile Teams**
    - Team stages and dynamics
    - Establishing team norms and working agreements
    - Definition of Done (DoD)
  - **Agile Team Collaboration Techniques**
    - Pair programming and swarming
    - Local decision-making and team empowerment
    - Conflict resolution strategies
  - **Training, Coaching, and Mentoring**
    - Differences and roles of training, coaching, mentoring
    - Agile coaching at individual and team levels
  - **Emotional Intelligence in Agile Leadership**
    - Goleman's EI framework: Self-awareness, Social awareness, Self-management, Relationship management
    - Practical empathy and servant leadership
  - **Fostering Inclusion and Innovation**
    - Leveraging cognitive diversity
    - Servant leadership and team building exercises
  - **Day 2 Wrap-up**
    - Exercises: Role-play, team-building activity, value clarification
    - Quiz and feedback session
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## Agile Product Management and Value Delivery

- **Product Vision and Roadmaps**

- Building and communicating a shared product vision
    - Designing product boxes and story mapping
  - **Product Backlog Management**
    - Backlog refinement techniques
    - Just-in-time refinement and progressive elaboration
    - Creating and slicing user stories
  - **Prioritization Techniques**
    - MoSCoW method
    - Kano model
    - Monopoly money and ordered lists
  - **Estimation and Forecasting**
    - Story points and the Fibonacci sequence
    - Relative vs. absolute estimation
    - Affinity estimation and T-shirt sizing
    - Planning Poker and Wideband Delphi
  - **Incremental Delivery and Iteration Planning**
    - Iteration goals and backlogs
    - Breaking down stories into tasks
    - Writing acceptance criteria
  - **Managing Value and Risk**
    - Defining business value and ROI
    - Risk-adjusted backlogs
    - Collaborating with stakeholders to manage expectations
  - **Product Metrics and Feedback**
    - Using completed iterations to refine planning
    - Measuring delivered value
  - **Day 3 Summary and Review**
    - Group backlog creation exercise
    - Knowledge check and Q&A
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## Agile Delivery, Metrics, and Continuous Improvement

- **Agile Delivery Practices**
  - Delivering value early and often
  - Engaging customers through iteration demos
  - Collecting and acting on feedback
- **Customer Satisfaction and Feedback Loops**
  - Measuring customer satisfaction (CSAT, NPS)
  - Creating customer-centric feedback loops
  - Aligning product outcomes with customer needs
- **Agile Metrics and Reporting**
  - Leading vs. lagging indicators
  - Agile metrics overview: velocity, lead time, cycle time

- Burnup, burndown, and cumulative flow diagrams
- **Information Radiators and Communication**
  - Push vs. pull communication
  - Visual management tools (Kanban boards, dashboards)
  - Communicating across organizational levels
- **Managing Risk and Impediments**
  - Identifying and removing impediments
  - Using retrospectives for risk control
  - Risk burn-down and other control metrics
- **Continuous Improvement and Retrospectives**
  - Conducting effective retrospectives
  - Innovation-focused retrospectives
  - Tracking team experiments and action items
- **Scaled Agile and Beyond**
  - Scrum@Scale components
  - Beyond Agile Model (BAM)
  - Other scaling frameworks overview (SAFe®, LeSS)
- **Final Review and Exam Preparation**
  - Recap of exam content outline and question types
  - Sample PMI-ACP exam questions
  - Tips for exam success and study planning