

The Agile PrepCast™

Student Workbook

**The Companion to Your
PMI-ACP® Exam Course**



OSP INTERNATIONAL LLC

Warning

This workbook is not a “course in a book” for the PMI Agile Certified Practitioner (PMI-ACP)® exam. Instead, this is a *companion workbook* to be used as a reference while watching the lessons from The Agile PrepCast™. Simply reading this workbook is not adequate preparation for the PMI-ACP® Exam.

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Welcome to The Agile PrepCast™

Thank you for purchasing The Agile PrepCast and trusting us to be your guide on the road to becoming PMI-ACP certified. We appreciate the vote of confidence.

You will get the most out of The Agile PrepCast if you take a moment to read the next 3 pages in detail.

The student workbook you are currently reading is your compass through the lessons. It follows the videos, provides additional reference materials and lists the links mentioned in the presentations. In that way you don't have to scribble down important website addresses as you are watching.

It also answers many questions asked by students about the course itself and has the following general structure:

- Welcome, important course information and links
- Lesson Directory
- Short description of each lesson with select exercises
- Sample questions and answers
- Topic Index

As mentioned in the “Warning” on page 2, this workbook is not a “course in a book”, so reading this publication is in no way adequate preparation for your exam. Instead, we suggest that you buy a separate PMI-ACP exam preparation book – you can find our recommendations on page 9.

The primary goal of The Agile PrepCast is to help you put “PMI-ACP” behind your name. The certification will allow you to demonstrate your level of professionalism in Agile practices, tools and techniques to your employer and also increases your professional versatility in Agile techniques. We want to have a lasting effect in your career as an Agile practitioner.

Until Next Time,
Cornelius Fichtner, PMP, CSM
President, OSP International LLC

In which order should you watch the lessons?

In our “Welcome” lesson we recommend the following approach

Familiarize yourself with the material

1. Watch all lessons in Module 00. You will learn how to access and watch The Agile PrepCast.
2. “Skim” the student workbook (this document here). You will get a better idea of all the material and lessons that are available to you. Pay close attention to the Episode Directory.
3. Stop by at www.agileprepcast.com/all and read the Lessons Learned. By reading the success stories from others, you will understand how they have approached their exam studies.

Study the material

1. Begin with Module 01. Watch the lessons on The Agile Manifesto and The Declaration of Interdependence. This will give you a firm understanding of the foundations of Agile.
2. Continue with Module 14. Watch all lessons. You will get a good understanding on all the topics you need to know for your exam and can spot areas where you may need special focus in your studies.
3. Continue with Module 02 - 99. Watch all lessons in order

Please note that the above steps are only suggestions. You don't have to approach your studies in this order at all. You could simply begin with the first lesson L00.00 and then watch the rest in order. Or you could watch them backwards starting with the last one L99.99. Or you might decide that “Kanban” sounds really interesting and that you really want to begin with this one. **As long as you watch every lessons of the Agile PrepCast, you will learn the knowledge you need. Any road you choose should take you there.**

Read First

Take our Final Exam to get your Contact Hours / PDUs

The Project Management Institute (PMI)® requires that you verify 21 contact hours of training in agile practices before you can apply for the PMI Agile Certified Practitioner (PMI-ACP)® exam. Agile training can include topics covering Agile philosophy, methodologies, principles and practices. All such training hours are valid, no matter when they were accrued. The training must be completed before you can sit for the examination.

The Agile PrepCast™ offers substantially more than 21 hours of distance learning in Agile practices and qualifies towards this requirement. In order to receive your 21-hour certificate, you must pass our end of course assessment, which we call our “Final Exam”.

The earliest that you can take the final exam is 14 days after your purchase. These two weeks should give you ample time to watch all lessons.

Taking the final exam takes just a few steps:

- Watch Lesson L00.40 that shows how to take the Final Exam
- Go to <http://www.agileprepcast.com/login>
 - Log in using the username and password that you have received
 - Write to support@agileprepcast.com if you cannot remember
- Now go to <http://www.agileprepcast.com/final>
- Take and pass the exam
- Print your certificate:



The Final Exam is a 25 question, multiple choice exam. You must answer 17 questions correctly to pass. There is no time limit for you to take our Final Exam. You can take it after 2 weeks, 2 months or even wait for a year. Also, you can take the final exam as often as you need until you pass, but it's really not *that* difficult.

Please note that we **do not** publish the questions and answers to The Final Exam. Not even if you ask nicely... ☺

Good luck on your Final Exam!

Validity of The Agile PrepCast Certificate

The Contact Hour / PDU certificate you receive from The Agile PrepCast is valid as follows

For PMI-ACP Students

- It covers the PMI requirement for 21 Contact Hours to apply for the exam
- You cannot use it again later on and claim PDUs for your PMI-ACP recertification

For PMI-ACP Students who are already PMP or PgMP certified

- It covers the PMI requirement for 21 Contact Hours to apply for the exam
- You can also claim the hours listed on the certificate as PDUs towards recertification or your PMP or PgMP certification

For PMI-ACP certified project managers

- You can claim the hours listed on the certificate as PDUs towards recertification or your PMI-ACP certification

What to write on your PMI-ACP® Application

Once you have successfully passed our Final Exam then you have earned 21 Contact Hours for participating in The Agile PrepCast™. Now you can apply for your PMI-ACP Exam.

In your exam application you will be asked to give evidence that you have indeed received the Contact Hours required. Please use the following information in your application:

- Course Title: The Agile PrepCast
- Course Number: AGILEPREPCAST
- Institution Name: OSP International LLC
- PMI R.E.P. Number: 3023
- Course Start Date: Your PrepCast Purchase Date
- Course Completion Date: Date when you passed the Final Exam
- Hours: 21
- Qualifying Hours: 21
- Category: A

This is all the information that you need to provide on your application. You do not need to include a copy of your certificate.

In case you get audited by PMI®

If you are selected for an audit by PMI then please do the following:

1. Make a photocopy of your Contact Hour certificate
2. Include this photocopy in the documentation package that you return to PMI

This is all that is required.

Please do not write to us and ask for a letter of confirmation. The photocopy is sufficient and PMI has never rejected it for any of our over 25,000 students.

Customer Support Links

For Agile Concepts and PMI-ACP Exam Related Questions

Description	Link
The Agile PrepCast Discussion Forum	http://agileprepcast.com/forum

For Technical and Customer Support Questions

Description	Link
Frequently Asked Questions (FAQ)	http://www.pmhelppdesk.com/forums/21099546-Agile-PrepCast
Customer support answers your technical questions Monday - Friday. We try and answer each email within 1 business day. Please use the discussion forum link above to ask questions about Agile concepts and the exam itself.	support@agileprepcast.com

Recommended Study Materials

Free Help

Description	Link
Read Lessons Learned from others who have passed the exam.	http://www.agileprepcast.com/all
Ask questions about the exam and Agile principles.	http://agileprepcast.com/forum

PMI Documents

Description	Link
PMI-ACP Certification Handbook	http://www.pmi.org/~media/PDF/Certifications/PMI-ACP_Handbook.ashx
PMI-ACP Examination Content Outline	http://www.pmi.org/Certification/~media/Files/PDF/Agile/PMI_Agile_Certification_Content_Outline.ashx

Free Study Materials

Description	Link
The Agile Manifesto	http://www.agilemanifesto.org/
The Declaration of Interdependence	http://www.pmdoi.org
The Agile Alliance's "Guide to Agile Practices" is quite a complete glossary that will help you understand Agile terminology.	http://guide.agilealliance.org/guide/atdd.html

Commercial Study Materials

Full Disclosure: The following recommendations are affiliate products. If you click and choose to purchase the materials, we will earn a commission.

Description	Link
"ACP Exam Prep Plus Desk Reference" exam study guide	http://www.agileprepcast.com/abook
GR8PM ("Great PM") Exam Simulator	http://www.agileprepcast.com/asim

Recommended Links

Give Back to the Student Community

Description	Link
Write and publish your own Lessons Learned to help others who are preparing for the exam	http://www.agileprepcast.com/all
Take our survey and help us to improve The Agile PrepCast	http://www.surveymonkey.com/s/TheAgilePrepCast

Earn PDUs After You Pass Your Exam

Description	Link
The PDU Insider Newsletter will teach you the ins and outs of PDUs and give you links to free PDU webinars.	http://www.pdu-insider.com
Get 30 free category C PDUs from The PM Podcast. These are mostly "general" PDUs.	http://www.pm-podcast.com
Earn category A PDUs simply by watching webinars. These are mostly "general" PDUs.	http://www.pducast.com

Recommend The Agile PrepCast

Description	Link
Write a testimonial for The Agile PrepCast and tell other students what you liked / did not like about it	http://www.pm-prepcast.com/addtestimonial
Become an OSP Affiliate and earn 30% commission by recommending our products	http://www.agileprepcast.com/affiliates

Module and Lesson Directory

No	Lesson	Title	Type	Duration
Module 00.0 Welcome & Exam Overview				
1.	L00.00	Welcome	Video	23:58
Module 00.1 Student Workbook				
2.	L00.10	Agile PrepCast Student Workbook	PDF	--
Module 00.2 Tutorials				
3.	L00.20	How to watch The Agile PrepCast in Your Browser Online	Video	02:40
4.	L00.21	How to watch The Agile PrepCast on Your iPod, iPad or iPhone	Video	03:33
Module 00.3 The PMI-ACP Exam				
5.	L00.30	PMI-ACP Exam Overview	Video	42:45
6.	L00.31	What if you get audited?	Video	16:29
7.	L00.32	Finding the Best Answer to PMI-ACP Sample Questions	Video	20:46
8.	L00.33	Key Exam Activities	Video	29:25
9.	L00.34	The Day of Your PMI-ACP Exam	Video	31:58
10.	L00.35	Understanding Your PMI-ACP Examination Score Report	Video	16:38
11.	L00.36	PMI's PDU Secrets	Video	27:47
Module 00.4 Final Exam & Contact Hours / PDUs				
12.	L00.40	How to take Your Final Exam	Video	05:01
Module 01 Agile Introduction & Overview				
13.	L01.00.1	The Agile Manifesto - History & Values	Video	14:01
14.	L01.00.2	The Agile Manifesto - Principle 1 to 6	Video	26:07
15.	L01.00.3	The Agile Manifesto - Principle 7 to 12	Video	34:22
16.	L01.01	The Declaration of Interdependence	Video	15:16
Module 02 Agile Frameworks and Methods				
17.	L02.01.1	Scrum - Scrum & Agile Defined	Video	28:51
18.	L02.01.2	Scrum - Roles Overview	Video	12:51
19.	L02.01.3	Scrum - Roles & Responsibilities Detailed Review	Video	15:37
20.	L02.01.4	Scrum - Strategic Meetings	Video	23:32
21.	L02.01.5	Scrum - Sprint Meetings	Video	34:12
22.	L02.01.6	Scrum - Artifacts	Video	43:06
23.	L02.02.1	Extreme Programming: History and Overview	Video	26:55
24.	L02.02.2	Extreme Programming: Activities and Values	Video	15:07
25.	L02.02.3	Extreme Programming: Practices 1 - 4	Video	10:09
26.	L02.02.4	Extreme Programming: Practices 5 - 8	Video	07:13

No	Lesson	Title	Type	Duration
27.	L02.02.5	Extreme Programming: Practices 9 - 12	Video	07:10
28.	L02.02.6	Extreme Programming: Roles	Video	19:34
29.	L02.03.1	DSDM Atern - History, Overview & Philosophy	Video	50:47
30.	L02.03.2	DSDM Atern - Principles	Video	36:21
31.	L02.03.3	DSDM Atern - Process (Life Cycle)	Video	33:23
32.	L02.03.4	DSDM Atern - People	Video	33:45
33.	L02.03.5	DSDM Atern - Products	Video	28:21
34.	L02.03.6	DSDM Atern - Practices	Video	25:39
35.	L02.04.1	Lean Software Development: History & Principles	Video	22:24
36.	L02.04.2	Lean Software Development: Tools Part 1	Video	32:19
37.	L02.04.3	Lean Software Development: Tools Part 2	Video	30:19
38.	L02.05.1	Kanban - Introduction	Video	04:09
39.	L02.05.2	Kanban - Video Format (sounds boring, but please watch it)	Video	01:44
40.	L02.05.3	Kanban - Part 1	Video	28:01
41.	L02.05.4	Kanban - Part 2	Video	31:47
42.	L02.05.5	Kanban - Part 3	Video	34:48
43.	L02.07.1	Crystal Family: History & Overview	Video	26:21
44.	L02.07.2	Crystal Family: Priorities & Properties	Video	32:25
45.	L02.07.3	Crystal Family: Principles & Techniques	Video	27:55
46.	L02.07.4	Crystal Family: Popular Methods	Video	35:54
47.	L02.08.1	Adaptive Software Development (ASD): History & Overview	Video	31:50
48.	L02.08.2	Adaptive Software Development (ASD): Details & When to Use	Video	39:21
Module 03		Agile Communications Concepts		
49.	L03.00	In development	Video	??:??
Module 04		Agile Planning, Monitoring and Adapting Concepts		
50.	L04.00	In development	Video	??:??
Module 05		Agile Estimation Concepts		
51.	L05.00.1	Agile Estimation Concepts - Part 1	Video	19:52
52.	L05.00.2	Agile Estimation Concepts - Part 2	Video	20:29
Module 06		Agile Analysis and Design Concepts		
53.	L06.00	In development	Video	??:??
Module 07		Agile Product Quality Concepts		
54.	L07.00	In development	Video	??:??
Module 08		Agile Soft Skills Negotiation Concepts		
55.	L08.00.1	Agile Soft Skills Negotiation Concepts - Part 1	Video	29:52

No	Lesson	Title	Type	Duration
56.	L08.00.2	Agile Soft Skills Negotiation Concepts - Part 2	Video	40:15
Module 09		Agile Value-Based Prioritization Concepts		
57.	L09.00.1	Agile Value-Based Prioritization Concepts - Part 1	Video	17:09
58.	L09.00.2	Agile Value-Based Prioritization Concepts - Part 2	Video	18:18
Module 10		Agile Risk Management Concepts		
59.	L10.00.1	Agile Risk Management Concepts - Part 1	Video	20:27
60.	L10.00.2	Agile Risk Management Concepts - Part 2	Video	32:49
Module 11		Agile Metrics Concepts		
61.	L11.00	General Agile Metrics Concepts	Video	42:03
Module 12		Agile Value Stream Analysis Concepts		
62.	L12.00	In development	Video	??:??
Module 13		Code of Ethics and Professional Conduct		
63.	L13.00.1	Code of Ethics Introduction	Video	03:54
64.	L13.00.2	Code of Ethics Part 1	Video	25:00
65.	L13.00.3	Code of Ethics Part 2	Video	24:43
Module 14		PMI ACP Examination Content Outline		
66.	L14.00	PMI-ACP Exam Content Outline Overview	Video	29:53
67.	L14.01	Tools and Techniques	Video	40:48
68.	L14.02	Knowledge and Skills	Video	22:08
69.	L14.03	Domain I: Value-Driven Delivery	Video	25:59
70.	L14.04	Domain II: Stakeholder Engagement	Video	17:49
71.	L14.05	Domain III: Boosting Team Performance Practices	Video	26:18
72.	L14.06	Domain IV: Adaptive Planning	Video	21:50
73.	L14.07	Domain V: Problem Detection and Resolution & Domain VI: Continuous Improvement	Video	38:21
Module 15		Interviews with Successful Exam Takers		
74.	L15.00	Kevin Reilly, PMP, CSM, CSPO, PMI-ACP	Audio	56:54
75.	L15.01	Allen Matheson, PMP, PMI-ACP, CSP	Audio	29:08
Module 99		Goodbye		
76.	L99.99	Goodbye	Audio	16:47

Module & Lesson Descriptions

Module 00.0 - Welcome

Lesson 00.00 - Welcome

This is the introduction. Welcome to your first lesson of The Agile PrepCast. Cornelius Fichtner, PMP, CSM will first introduce himself and then cover the following topics

- Agile PrepCast Learning Objectives & Outcomes
- Assessment of Learning Objectives & Outcomes
- What else you can expect from this course (i.e. you will be able to pass the PMI-ACP exam)
- How to access and watch your Agile PrepCast lessons
- When **not** to watch the Agile PrepCast



Cornelius also gives you his “Take Action” recommendations on where and how to begin your journey through The Agile PrepCast.

Links

Watch The Agile PrepCast in the Customer Gateway

<http://nanacast.com/mp/143776>

Read Lessons Learned from other PMI-ACP takers

www.agileprepcast.com/all

The Agile PrepCast FAQ

<http://www.pmhelpdesk.com/forums/21099546-agile-prepcast>

The Agile PrepCast Customer support (for technical questions)

support@agileprepcast.com

Module 00.1 - Student Workbook

Document 00.10 - Student workbook

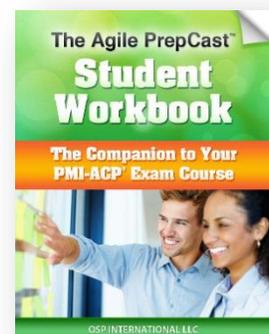
You are currently reading it... 😊

Please be reminded, this workbook is not a “course in a book” for the PMI Agile Certified Practitioner (PMI-ACP)® exam.

Instead, this is a companion workbook to be used as a reference while watching the lessons from The Agile PrepCast™. Simply reading this workbook is not adequate preparation for the PMI-ACP® Exam.

This workbook will “only” help you to easily access the following items from and about the lessons:

- The lesson names & short descriptions
- Links
- Books
- Recommended reading
- Select tips

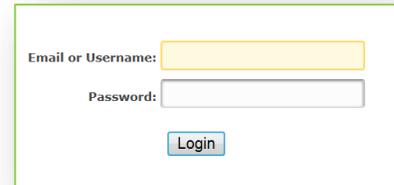


Module 00.2 - Tutorials

Lesson 00.20 - How to watch The Agile PrepCast in Your Browser Online

The most convenient way to watch The Agile PrepCast is via the OSP Customer Gateway. All you need is a browser. Here's how to do this:

- Locate the “Thanks for your order” email you received
 - Find the “Member Gateway” section
 - Find your username and password
- Go to the [OSP Customer Gateway](#)
 - Log in with your username and password
- Watch the lessons



A screenshot of a login form with two input fields: "Email or Username:" and "Password:". Below the fields is a "Login" button.

Tutorial Links

Watch the tutorial in your browser

<http://www.pmhelpdesk.com/entries/21481104>

OSP Customer Gateway

<http://nanacast.com/mp/143776>

Lesson 00.21 - How to watch The Agile PrepCast on Your iPod, iPad or iPhone

Download and watch The Agile PrepCast with your iOS device is straightforward. It's just a few clicks away:

- Locate the “Thanks for your order” email you received
 - Find the “iTunes” section
 - Find your podcast link (It's in bullet number 3)
 - Copy that link
- Start iTunes (at least version 11)
 - Select File > Subscribe to podcast
 - Paste the link into the box and click OK
 - Wait for a moment...
 - Click the “Download all” arrow
 - Wait until all lessons are downloaded
- Connect your iPod, iPhone or iPad to sync
- Watch the lessons on your player



Please note that iTunes uses the following defaults when syncing the videos to your device:

- iPod: Only LoRes videos will be available to view
- iPhone: Only LoRes videos will be available to view
- iPad: Both HiRes and LoRes will be available to view

This sync default is defined by Apple and cannot be changed.

Tutorial Links

Watch the tutorial in your browser

www.pmhelpdesk.com/entries/99785

OSP Customer Gateway

<http://nanacast.com/mp/143776>

Module 00.3 – The PMI-ACP Exam

Lesson 00.30 - PMI-ACP Exam Overview

In this lesson we look at the PMI-ACP certification exam mostly from an “administrative” perspective. We’ll first give you an overview over PMI and its family of credentials and then we move on to the following topics:

- Exam eligibility requirements
- Application documentation
- Application timeline
- Exam Info
- How to schedule your exam
- Number of questions on the exam and passing score
- Continuing Certification Requirements



We also have several recommendations for you that get you started on the right track for your certification as well as making sure that you will be able to maintain the certification in the future.

Exam Resources

PMI Website:

www.pmi.org

PMI-ACP Credentials Handbook:

http://www.pmi.org/~media/PDF/Certifications/PMI-ACP_Handbook.ashx

PMI-ACP Examination Content Outline

http://www.pmi.org/Certification/~media/Files/PDF/Agile/PMI_Agile_Certification_Content_Outline.ashx

PMI Contact Information:

customercare@pmi.org

To locate Prometric test centers go to:

www.prometric.com/PMI

Lesson 00.31 - What if you get audited?

This lesson is all about the PMI audit process because there is a very slight chance that anyone applying for a PMI certification will have their application audited. These audits help maintain the high regard of PMI certifications.

We will look at the audit process itself, discuss why the audits are performed at all, how to proactively prepare for such an event and that you shouldn't really worry about it too much and apply your energy to your studies instead.

Audit Resources

Credentials handbook:

http://www.pmi.org/~media/PDF/Certifications/PMI-ACP_Handbook.ashx

PMI audit FAQ:

<http://www.pmi.org/Certification/Certification-FAQ.aspx#audit>



Lesson 00.32 - Finding the Best Answer to Sample Questions

The PMI-ACP Exam is a multiple choice exam where each question has four possible answers that may all seem to be correct at first glance. In this lesson we first discuss the 5 types of questions that you may encounter on the exam. Then we review a dozen strategies that you can employ in order to find the “best” answer for them:

1. Head first
2. Answers first
3. Eliminate
4. Absolutes
5. Unfamiliar
6. Compare
7. Most logical
8. Calculate first
9. Calculate back
10. Skip
11. Stick to it
12. Guess



We close by looking at a suggested way to measure if you are ready for your exam and review the only sensible action you can take in order to get more comfortable with sample exam questions.

Lesson 00.33 - Key Exam Activities

This lesson is intended as a basic exam checklist. It has four sections not to forget as you get exam ready.

In the “Exam Readiness” section we review four steps you need to go through in order to better understand what the PMI-ACP exam is all about. Four is also the number of steps that help ensure that you don’t forget to read the most important documents for the exam, discussed in the “Exam Study” section. The “Study Boost” section of the lesson offers three activities that help you boost your studies and finally we give you our recommend study materials in the “Study Materials” section.

Recommended Links

PMI Certification website
<http://certification.pmi.org>

The Agile PrepCast PMI-ACP Discussion Forum
<http://www.project-management-prepcast.com/index.php/kunena/pmi-acp-exam-discussion>

Free PMP Groups on Yahoo and Google Groups
<http://groups.yahoo.com/search?query=pmp>
<https://groups.google.com/forum/?fromgroups#!forumsearch/pmp>

Recommended Study Materials

Full Disclosure: The following recommendations are affiliate products. If you click and choose to purchase the materials, we will earn a commission.

Study Guide: ACP Exam Prep Plus Desk Reference
<http://www.agileprepcast.com/abook>

Exam Simulator: GR8PM (“Great PM”)
<http://www.agileprepcast.com/asim>



Lesson 00.34 - The Day of Your PMI-ACP Exam

This lesson looks at the day of your PMI-ACP exam. Cornelius Fichtner starts out by giving you his top 3 recommendations for the exam (one of them has to do with eating “exotic” foods) and then moves into the following topics:

- What to bring to the exam
- What not to bring
- The importance of proper identification and arriving early at the testing center
- A detailed review of the exam timeline
- And the most important piece of paper without which you should not leave the testing center under any circumstances.

We also discuss that you agree not to disclose any details about the questions you encounter on your exam, but that you can still talk about your experience in a general manner.



Lesson 00.35 - Understanding Your PMI-ACP Score Report

Your Examination Report (often referred to as your Exam Score Report) is the printed copy of your exam results. In addition to the overall status (pass or fail) it provides important information on your performance.

For each domain a proficiency level (Proficient, Moderately Proficient and Below Proficient) is assigned that tells you how you did:

- This proficiency level can serve as guidance in case you have to retake the exam.
- For those who pass the exam the proficiency level can indicate areas where they may wish to take additional, future training, serving both as continuing education as well as earning PDUs.

We also explain (or rather theorize on) how the passing score for your PMI-ACP exam is calculated, because nobody really knows how it’s done. We discuss a number of frequently asked questions about the exam score report. And of course, we take a look a couple of score reports in detail.



Lesson 00.36 – PMI’s PDU Secrets

The PMI-ACP Exam is not for life.

Instead, once you pass the exam you are required to go through recertification every three years. The good news is that you don’t have to take the exam again. Instead, you have to earn 30 Professional Development Units (PDUs) in the specialized area of Agile project management during this time. Then the cycle begins anew.

This lesson looks in detail at what PDUs are, how they are structured, discusses each of the six categories of PDUs in detail and gives you recommendations on where to learn more about PDUs, how to earn 15 of them for free for your PMI-ACP recertification and where to get even more if you need to.



PDU Resources

The PDU Insider website and newsletter:

<http://www.pdu-insider.com>

Earn 30 free “general” PDUs from The PM Podcast (some Agile PDUs as well)

<http://www.pm-podcast.com>

Earn 1 “general” PDU monthly from The PDU Podcast (some Agile PDUs as well)

<http://www.pducast.com>

CCR Resources

The Credentials handbook discusses PDUs in detail:

http://www.pmi.org/~media/PDF/Certifications/PMI-ACP_Handbook.ashx

PMI Continuing Certification Requirements Website

<http://ccrs.pmi.org>

Module 00.4 - Final Exam & Contact Hours / PDUs

Lesson 00.40 - How to take your Final Exam

It is a PMI requirement that all “distance learning courses” like The Agile PrepCast include an end of course assessment before the student receives a certificate of completion. We call this assessment our Final Exam.

The Final Exam is a 25 question, multiple choice exam. You must answer 17 questions correctly to pass. There is no time limit for you to take our Final Exam. You can take it after 2 weeks, 2 months or even wait for a year. Also, you can take the final exam as often as you need until you pass, but it’s really not *that* difficult.

Once you pass you can print your certificate.

Please see page 7 to read about the validity of this certificate.

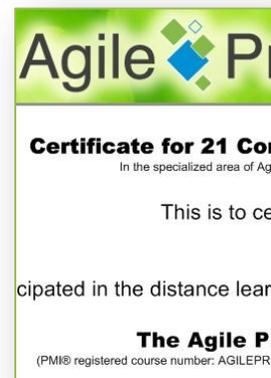
Final Exam Links

First log in to the website:

<http://www.agileprepcast.com/login>

Then start your Final Exam:

<http://www.agileprepcast.com/final>



Module 01 - Agile Introduction & Overview

Lesson 01.00 - The Agile Manifesto

This lesson marks the beginning of our journey into Agile, and takes us back to February 2001, when 17 software developers met at the Snowbird, Utah resort, to discuss methods of developing software that would enable them to deliver a higher quality software product in a shorter time frame than traditional software development methods. This group, who named themselves the Agile Alliance, all agreed that these new methods should be based on iterative and incremental development, where requirements and solutions evolve through collaboration between self-organizing, cross-functional teams. The result of this meeting was The Manifesto for Agile Software Development. It is now simply known as The Agile Manifesto, and forms the basis for the majority of Agile development methods currently in use today.



This lesson consists of the following parts:

1. History & Values
2. Principles 1 to 6
3. Principles 7 to 12

Essential Essentials

Following are the various concepts from this lesson that you really need to know to ensure PMI-ACP® Exam Success.

- The date the Agile Manifesto it was created
- The place where the Agile Manifesto was created
- The name of the group that created the Agile Manifesto
- The reason the Agile Manifesto was created
- The 4 Values contained in the Agile Manifesto
- The 12 Principles contained in the Agile Manifesto

Exercise

Following is a list of the 12 principles contained in the *Principles behind the Agile Manifesto*. Your task is to identify the essence (core message) of each of the principles listed in the left column and rewrite them in the right column using a maximum of three to four words. Allotted time is 12 minutes.

Principles behind the Agile Manifesto	Say it in 3-4 words
Our highest priority is to satisfy the customer through early and continuous delivery of valuable software.	
Welcome changing requirements, even late in development. Agile processes harness change for the customer's competitive advantage.	
Deliver working software frequently, from a couple of weeks to a couple of months, with a preference to the shorter timescale.	
Business people and developers must work together daily throughout the project.	
Build projects around motivated individuals. Give them the environment and support they need, and trust them to get the job done.	

Principles behind the Agile Manifesto	Say it in 3-4 words
The most efficient and effective method of conveying information to and within a development team is face-to-face conversation.	
Working software is the primary measure of progress.	
Agile processes promote sustainable development. The sponsors, developers, and users should be able to maintain a constant pace indefinitely.	
Continuous attention to technical excellence and good design enhances agility.	
Simplicity--the art of maximizing the amount of work not done--is essential.	
The best architectures, requirements, and designs emerge from self-organizing teams.	
At regular intervals, the team reflects on how to become more effective, then tunes and adjusts its behavior accordingly.	

Agile Manifesto “4 Values” Brain Dump Entry

One of the most powerful tools available to you when sitting for the PMI-ACP® Exam is the use of a “Brain Dump”, both as a study aid, and also to use on the day of the exam. Following is the mnemonic from the Agile Manifesto video lesson that you can include as an entry on your brain dump to use while taking simulated exams, and also on the actual day of your exam. It describes what will happen on your project if you don’t follow the four Agile Manifesto values, namely, “It Will Create Risks”. By including the mnemonic illustrated here on your Brain Dump, you will be able to write down the four Agile Manifesto values when you first walk into the exam room and literally “dump” them from your brain to use for future reference during the exam, leaving more space in your brain to answer the actual exam questions.

- It Individuals and interactions over processes and tools
- Will Working software over comprehensive documentation
- Create Customer collaboration over contract negotiation
- Risk Responding to change over following a plan

Principles behind the Agile Manifesto “12 Principles” Brain Dump Entry

If you have completed the Principles exercise above and have created your own flash card for each principle, you can use this information to create a brain dump entry for these principles. Alternatively, following is one that we created based on the Agile Manifesto video lesson.

- Jan Just Sit Together (Collocated Teams)
- Feb Face-to-Face Contact (Face-to-Face Contact)
- Mar Motivated Individuals (Motivated Individuals)
- Apr Attention (Continuous Attention)
- May Maintain a Constant Pace (Constant Pace)
- Jun Jump on Improvements (Regular Reflection)
- Jul Juggle Changes (Welcomed Changes)

Aug	A ugment Customer Satisfaction (Customer Satisfaction)
Sep	S implicity (Simplicity)
Oct	O rganization (Self-Organization)
Nov	N ew Changes (Welcomed Changes)
Dec	D eliver Frequently (Frequent Delivery)

Recommended Reading

The Agile Manifesto:

<http://www.agilemanifesto.org>

Principles behind the Agile Manifesto:

<http://www.agilemanifesto.org/principles.html>

Exam Tip

Since the Agile Manifesto forms the basis for all of today's Agile development methods, it is extremely important to know both the values and the principles in great detail.

You will most likely encounter several questions dealing with the Agile Manifesto on the PMI-ACP® Exam. To adequately prepare for these types of questions, try one or all of the following:

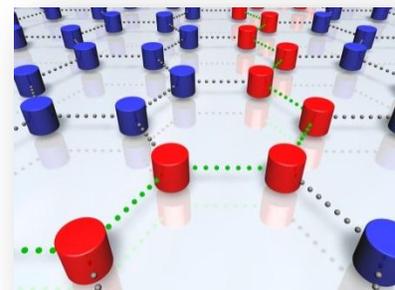
- Create your own flash cards on index cards for each value and principle. For example, you can place "Customer Satisfaction" on the front of your flash card and "Highest Priority" on the back of the card. Do the same for all values and all principles. Use these to give your PMI-ACP® Exam studies an extra "boost". Suggestion: Why not use the answers to the exercise you performed above to put on the front of your own flash cards for the 12 principles?
- You can also create your own brain dump entries by using mnemonics or other methods to help you study and remember the main concepts about the Agile Manifesto's four values and twelve principles. Feel free to use the Agile Manifesto Values and Principles mnemonics from this lesson, or get creative and make up your own personal ones.

Lesson 01.01 - The Declaration of Interdependence

In this lesson we will review The Declaration of Interdependence. The Declaration of Interdependence was published in 2005 by a group of Agile practitioners to help implement guidelines set forth in the Agile Manifesto. It contains six principles essential to "management" in general, not just to "project" or "product" management, and outlines leadership methods used to manage the interdependency of people, processes and value in order to perform work.

The following will be reviewed as part of this lesson:

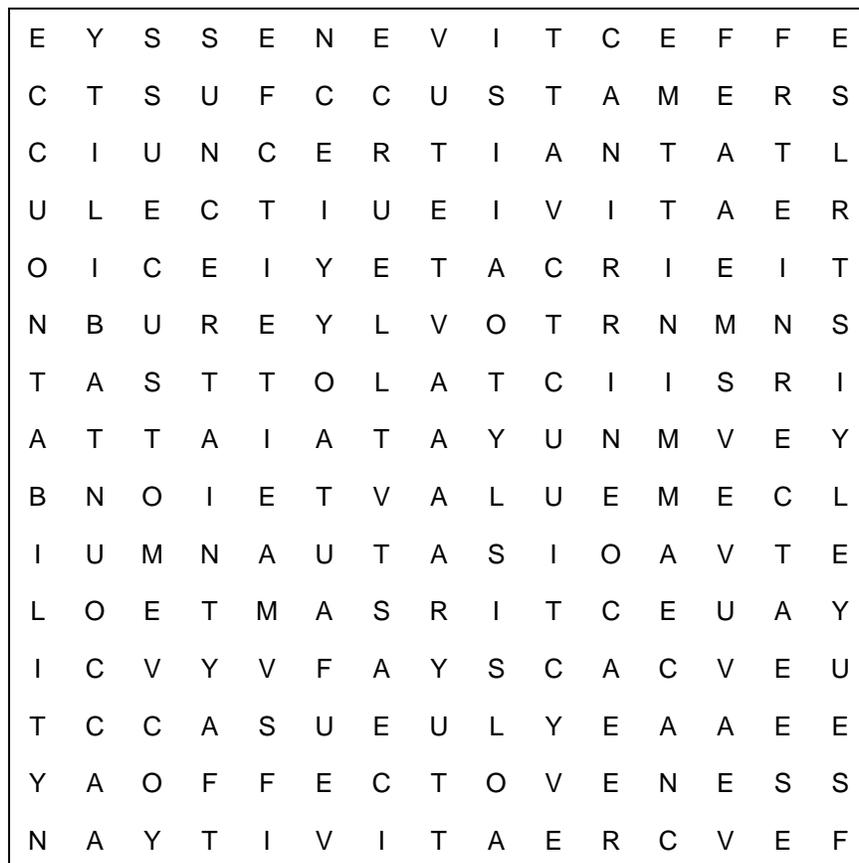
1. The history of the Declaration of Interdependence
2. The Agile Declaration of Interdependence as it was originally conceived
3. Details of the six principle statements that make up the Declaration
4. Insight into why each of these principles is important to Agile
5. Why using the aspects of 'interdependence' on your Agile projects will help them succeed



Exercise

Here are the six aspects of The Declaration of Interdependence. Find the underlined word in the Word Search Puzzle.

1. Focus on Value
2. Engage Customers
3. Expect Uncertainty
4. Unleash Creativity
5. Group Accountability
6. Improve Effectiveness



Recommended Reading

The Declaration of Interdependence Website:

<http://pmdoi.org>

The Declaration of Interdependence at Wikipedia:

http://en.wikipedia.org/wiki/PM_Declaration_of_Interdependence

Module 02 - Agile Frameworks and Methods

Lesson 02.01 - Scrum

This lesson is the first of several where we review the most popular methods available to those interested in implementing Agile principles on their projects. Scrum is by far the most popular method used today by the world's Agile project development teams, and is also one of the most rigid in terms of recommended practices and procedures. At the heart of Scrum is the Agile iterative cycle called the Sprint, which is supported by different types of project team "Roles", meetings called "Events", and documentation and tools called "Artifacts". Scrum is embraced by most organizations that not only want to implement Agile principles quickly on their projects, but are also interested in implementing Agile principles across their entire organization.



This lesson consists of the following parts:

1. Scrum & Agile Defined
2. Roles Overview
3. Roles Detailed Review
4. Strategic Meetings
5. Sprint Meetings
6. Artifacts

Take Action

Download and study a free copy of the Scrum Guide

<http://www.scrum.org/scrumguides>

Consider becoming a Certified Scrum Master (CSM). The Agile PrepCast recommends the courses offered by Platinum Edge:

<http://www.platinumedge.com/training>

We are in no way affiliated with Platinum Edge. We recommend their courses because we have attended them ourselves and liked the style.

Watch YouTube Video *Intro to Scrum in Under 10 Minutes*

<http://www.youtube.com/watch?v=XU0IIRItYFM>

Lesson 02.02 - Extreme Programming (XP)

This lesson focuses on the Agile development method known as Extreme Programming. Extreme Programming (XP) was initially created by Kent Beck in 1996 during his work as a project manager on the Chrysler Comprehensive Compensation System (C3) payroll project, and is a software development method whose goal is to improve software quality and responsiveness to rapidly changing customer requirements. As a type of Agile software development, it consists of frequent product feature and functionality releases in short iterations. Implementing XP on your Agile projects will help to improve productivity, and will introduce checkpoints where new customer requirements can be efficiently reviewed and developed.



This lesson consists of the following parts:

1. History and Overview
2. Activities and Values
3. Practices 1-4
4. Practices 5-8
5. Practices 9-12
6. Roles

Lesson 02.03 - Dynamic Systems Development Method (DSDM) Atern

In this lesson we continue our discussion of the different Agile implementation methods by reviewing the Dynamic Systems Development Method, which is more commonly referred to by its acronym, “DSDM”. Although DSDM has gone through different stages of metamorphosis throughout its history, our discussion will be centered around the latest version of DSDM, which is the “DSDM Atern” version. Similar to Adaptive Software Development (ASD), DSDM Atern is an Agile “framework”, rather than an actual Agile method. It is based on best practices and lessons learned by the DSDM Consortium, a not-for-profit community formed in the United Kingdom in 1994. DSDM Atern provides an Agile Project management framework with best practice guidance for “on time” and “on budget” delivery of projects, regardless of the size of the business or the specific business industry or sector in which the business operates. And similar to the Crystal Family of Agile Development methods, DSDM Atern can be successfully implemented with other Agile methods, such as Scrum. The DSDM Atern framework provides proven techniques to help today’s product development organizations gain a competitive advantage by being first to market with their products.



This lesson consists of the following parts:

1. History, Overview & Philosophy
2. Principles
3. Process (Life Cycle)
4. People
5. Products
6. Practices

Essential Essentials

Following are the various concepts from this lesson that you really need to know to ensure PMI-ACP® Exam Success.

- DSDM Atern Philosophy is based on the Pareto Principle (“80/20 Rule”)
- The schedule is fixed but the features are flexible
- The MoSCoW practice ensures that the most important features will always be included in the final solution

Recommended Reading

If you would like more information about DSDM please visit the following links:

Information about the DSDM Consortium:

<http://www.dsdm.org/>

Information about DSDM Atern:

http://en.wikipedia.org/wiki/Dynamic_Systems_Development_Method

To download a copy of the Project Approach Questionnaire:

<http://www.dsdm.org/dsdm-atern/atern-templates/template-project-approach-questionnaire>

Lesson 02.04 - Lean Software Development

This lesson will be describing the Agile method called Lean. The term “Lean Software Development” was first used in the book *Lean Software Development: An Agile Toolkit*, written by Mary and Tom Poppendieck. Lean Software Development is a translation of lean manufacturing and lean IT principles and practices used in the Toyota Production System and then adapted for software development. Seven basic principles form the foundation of Lean Software Development, which in turn are implemented on Agile projects by employing a set of 22 supporting tools.



This lesson consists of the following parts:

1. History & Principles
2. Tools Part 1
3. Tools Part 2

Exercise

The first column lists the 22 Lean Software Development Thinking Tools, and the next 7 Columns list the 7 Lean Software Development Principles. Put a check mark in the box of the corresponding principle for each thinking tool.

Principles → ↓ Thinking Tools	Eliminate Waste	Amplify Learning	Decide as Late as Possible	Deliver as Fast as Possible	Empower the Team	Build Integrity In	See the Whole
Conceptual Integrity							
Contracts							
Cost of Delay							
Expertise							
Feedback							
Iterations							
Leadership							
Making Decisions							
Measurements							
Motivation							
Options Thinking							
Perceived Integrity							
Pull Systems Tool							
Queuing Theory Tool							

↓ Thinking Tools	Principles →	Eliminate Waste	Amplify Learning	Decide as Late as Possible	Deliver as Fast as Possible	Empower the Team	Build Integrity In	See the Whole
Refactoring								
Seeing Waste								
Self-Determination								
Set-Based Development								
Synchronization								
Testing								
The Last Responsible Moment								
Value Stream Mapping								

Recommended Reading

Lean Software Development; An Agile Toolkit

<http://www.amazon.com/dp/0321150783/?tag=theprojectm0d-20>

Wikipedia’s definition of “Workcell”:

<http://en.wikipedia.org/wiki/Workcell>

Full disclosure: We are an Amazon affiliate. If you click the above link and choose to purchase from Amazon then we will earn a commission.

Lesson 02.05 - Kanban

Kanban is a method for developing products with an emphasis on just-in-time delivery while not overloading the developers. It emphasizes that developers pull work from a queue, and the process, from definition of a task to its delivery to the customer, is displayed for participants to see.

The videos in this lesson come to you from our sister podcast: The PDU Podcast.

In this presentation, Josh shows you exactly why Kanban is so powerful and why. Then you will witness Kanban in action and come away with a deep understanding of the process and how to implement it on your own project teams immediately.

This lesson consists of the following parts:

1. Introduction
2. Video Format (sounds boring - please watch it anyway...)
3. Kanban - Part 1
4. Kanban - Part 2
5. Kanban - Part 3



Lesson 02.06 - Feature Driven Development (FDD) & Test Driven Development (TDD)

The topic of this lesson is Feature Driven Development and Test Driven Development. There has been quite a bit of discussion among Agilists whether FDD and TDD are both Agile Development Methods or simply Agile tools.

During this part of our journey we will perform a detailed review of each of these Agile topics, look specifically at the differences between the two, as well as indicate when to use each of these on your Agile projects. At the end this lesson I think you will agree that Feature Driven Development is most assuredly an Agile method, while Test Driven Development is an Agile tool that can be effectively employed in conjunction with several different Agile methods.

This lesson consists of the following parts:

1. FDD Characteristics
2. TDD Characteristics

Lesson 02.07 - Crystal Family

Crystal is unique because it is actually a family of Agile software development methods. It was created by Alistair Cockburn as a result of debriefing a large number of small software development teams over the course of 10 years, and determining the critical success factors that were common to all teams and their projects. His findings indicated that the way that software development team members “play” together determines the ultimate success of the team and the project. Crystal offers a basic framework to guide software development teams to success, based on the size and criticality of the project. The team can then select the specific Crystal method to employ based on their specific team and project needs. Crystal (as a family of Agile software development methods) and Crystal Clear (the most popular Crystal method) were formally documented in 2004 by Alistair Cockburn in his book, *Crystal Clear - A Human-Powered Methodology for Small Teams*.



This lesson consists of the following parts:

1. History and Overview
2. Priorities and Properties
3. Principles and Techniques
4. Popular Methods: Clear, Orange, Orange Web

Essential Essentials

Following are the various concepts from this lesson that you really need to know to ensure PMI-ACP® Exam Success.

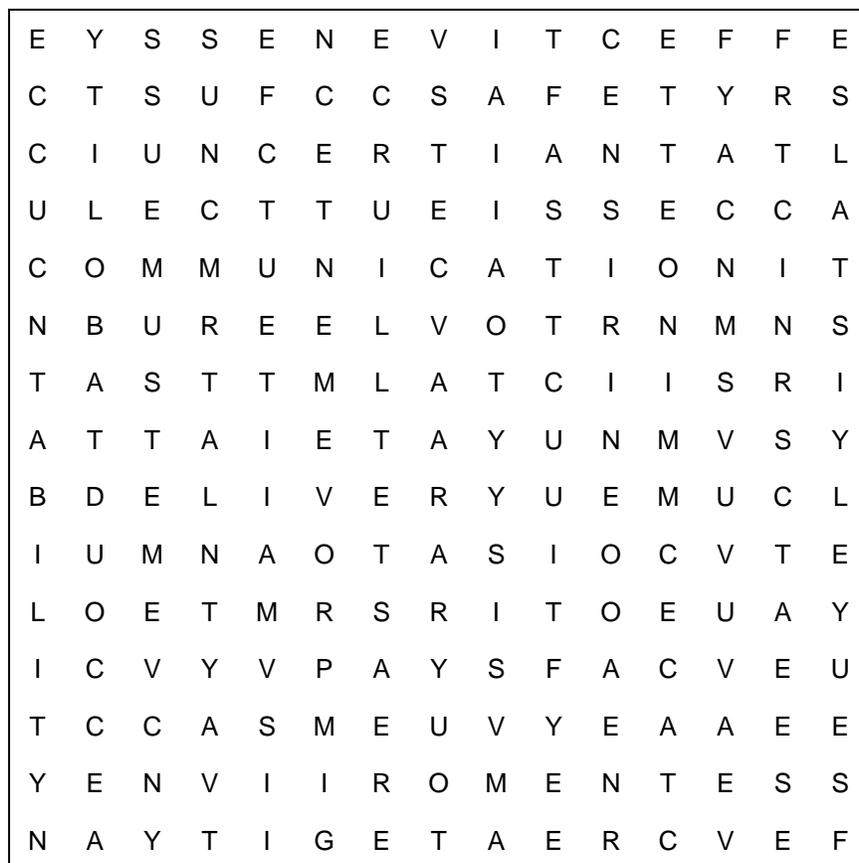
- Crystal is a family of methods (not just one method) that was created by Alistair Cockburn.
- Crystal Method Colors and Hardness:
 - Lighter “colors” and lower “hardness” are best for “smaller” and “less critical” projects.
 - Darker “colors” and more “hardness” are best for “larger” and “more critical” projects.
- Each Crystal method (or “sample”) may share many of the same elements, but they are not intended to be upward or downward compatible with other Crystal methods.
- The Seven Project Properties:
 - Frequent Delivery
 - Reflective Improvement
 - Osmotic Communication
 - Personal Safety

- Focus
- Easy Access to Expert Users
- Proper Technical Environment

Exercise

Here are the seven properties of the Crystal Family of software development methods. Find the underlined word in the Word Search Puzzle.

1. Frequent Delivery
2. Reflective Improvement
3. Osmotic Communication
4. Personal Safety
5. Focus
6. Easy Access to Expert Users
7. Proper Technical Environment



Recommended Reading

If you would like more information on the Crystal Family of software development methods, go to the wikiversity web site at:

http://en.wikiversity.org/wiki/Crystal_Methods

Alistair Cockburn has written several publications and books on the Crystal Family and the different methods available under the Crystal framework, including:

- *Surviving Object-Oriented Projects (1998)*
- *People and Methodologies in Software Development (2003)*
- *Crystal Clear - A Human-Powered Methodology for Small Teams (2004)*

Exam Tip: If “Cooperative Game” is in the Question, the Answer is “Crystal”!

According to Alistair Cockburn, the creator of the Crystal Family of software development methods, software development is “an economically constrained cooperative game of team invention and team communication”. The way the team plays each game has everything to do with the project's outcome and the resulting software product. Crystal methods tackle the economic-cooperative game directly, addressing where to pay attention, where to simplify, and how to vary the rules.

The keyword (or key term) “cooperative game” was coined specifically by Alistair Cockburn in reference to the Crystal Family of development methods, so if an exam question mentions “cooperative game” explicitly, you will be able to narrow down the specific answer choices based on whether one of the answers includes “Crystal”.

As part of your preparation to take the Exam, also remember that the “color” of the Crystal Method you will use depends on team size and project criticality. The smaller the size of the team and the less critical the project, the lighter the color of the method will be. Conversely, the larger the size of the team and the more critical the project, the darker the color of the method will be.

Lesson 02.08 - Adaptive Software Development (ASD)

In this lesson, we continue our discussion of the different Agile implementation methods by reviewing Adaptive Software Development (ASD). ASD is an Agile software development method that has its roots in the Rapid Application Development (RAD) process that was initially introduced by Jim Highsmith and Sam Bayer. Its underlying principle is that continuous adaptation of the process to the current work being performed should be the norm on any software development project. Three processes are used in each iterative cycle, which are supported by six cycle characteristics, all of which should be implemented during each cycle to ensure project success.



This lesson consists of the following parts:

1. ASD History & Overview
2. ASD Details & When to Use ASD

Essential Essentials

Following are the various concepts from this lesson that you really need to know to ensure PMI-ACP® Exam Success.

- The Three ASD Processes:
 - Speculate
 - Collaborate
 - Learn
- The Six ASD Cycle Characteristics:
 - Mission-Focused
 - Feature-Based
 - Iterative
 - Time-Boxed
 - Risk-Driven

- Change-Tolerant

Recommended Reading

Retiring Lifecycle Dinosaurs

www.adaptivesd.com/articles/Dinosaurs.pdf

Adaptive Software Development: A Collaborative Approach to Managing Complex Systems

<http://www.amazon.com/dp/0932633404/?tag=theprojectm0d-20>

Full disclosure: We are an Amazon affiliate. If you click the above link and choose to purchase from Amazon then we will earn a commission.

Agile Software Development Ecosystems

<http://www.amazon.com/dp/0201760436/?tag=theprojectm0d-20>

Full disclosure: We are an Amazon affiliate. If you click the above link and choose to purchase from Amazon then we will earn a commission.

Exercise

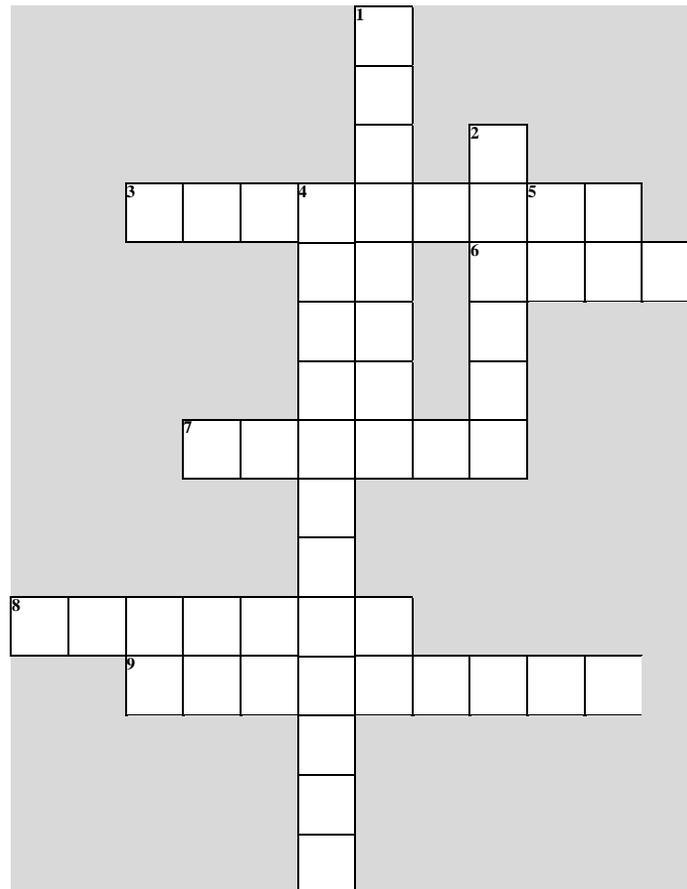
Directions: Fill in the crossword puzzle with the correct ASD Process name or Cycle Characteristic name based on the clues provided.

Across:

3. **Don't know everything** (Process)
6. ____-Driven (Characteristic)
7. ____-Tolerant (Characteristic)
8. ____-Focused (Characteristic)
9. **Cyclical** (Characteristic)

Down:

1. ____-Based (Characteristic)
2. **Make small mistakes** (Process)
4. **Balance work** (Process)
5. ____-Boxed (Characteristic)



Exam Tip

If “Adaptive” is in the Question, It’s the Answer!

Although Adaptive Software Development (ASD) is the least used Agile software development method today, it is still very important to understand its underlying concepts, and you may encounter a few questions about ASD on the PMI-ACP Exam. When studying for the PMI-ACP Exam in terms of ASD, focus on the following:

- The keyword in Adaptive Software Development is “adaptive”, so if an exam question mentions ASD explicitly, you will be able to narrow down the specific answer choices based on whether they contain the word “adaptive” in the answer.
- If a question specifically mentions the term “emergent” or “emergence” and asks you to select the corresponding development method, ASD will be the likely choice.
- If the question mentions “Jim Highsmith’ in reference to a specific development method, then ASD will most likely be the “best” choice.

As you prepare for your exam, study the ASD Processes and ASD Cycle Characteristics. These will provide you with a quick way of understanding the major ASD concepts.

Introduction to Module 03 - 12

If you have reached this point in the Agile PrepCast Student Workbook it most likely means that you have already reviewed the lessons in Module 01 – Agile Introduction and Overview, and Module 02 – Agile Frameworks and Methods. Modules 03 – 12 in both the Agile PrepCast and the Agile PrepCast Student Workbook will cover the major concepts that you will need to know about Agile in order to successfully pass the PMI-ACP Exam, as well as successfully execute your Agile projects. Each module corresponds to an Agile Concept Group that contains a review of all of the specific examples listed in the “PMI Agile Certified Practitioner (PMI-ACP)® Examination Content Outline” that fall under either the Tools and Techniques Domain or the Knowledge and Skills Domain.

In order to provide the most effective study material for these Agile Concepts, we will specifically define each concept in detail, provide specific examples of each concept, and also review the importance of implementing each of these concepts on your Agile projects to ensure project success. Some of these concepts provide specific tools and techniques, others outline specific technical skills, and still others provide the knowledge you must possess in order to enhance progress on your Agile projects, as well as help your Agile project team members work together more effectively.

Module 03 - Agile Communications Concepts

Lesson 03.00 - Agile Communications Concepts

In development.

Agile Communications Concepts marks the beginning of our review of the major concepts that you will need to know about Agile in order to successfully pass the PMI-ACP Exam. Communication is a critical trait of all successful Agile projects. Effective Agile project teams communicate continuously throughout an Agile project in order to share knowledge, clarify project objectives, and address project challenges as they arise. Regardless of the format chosen, communication should be concise and direct, and should take a form that is most appropriate for the specific situation.

In order to provide an exhaustive overview of the Agile Communications Concepts that are crucial to Agile project success, we have categorized them into the following groups and will provide specific examples within each of the following categories:

- Types of Communication
 - Stakeholder Communication
 - Collocated Team Communication
 - Distributed Team Communication
 - Team Building
-

Module 04 - Agile Planning, Monitoring and Adapting Concepts

Lesson 04.00 - Agile Planning, Monitoring and Adapting Concepts

In development.

In this lesson, we will continue our discussion of the Agile Concepts necessary for you to effectively study for PMI-ACP Exam by discussing Agile Planning, Monitoring and Adapting Concepts. Traditional Project Management relies heavily on Planning, Monitoring and Controlling the different variables on projects. This is built on the premise that a project is predictable if a team spends enough time understanding the nature of the work that needs to be delivered. But those of us with experience on Agile projects realize that the majority of project work is not that predictable. The nature of an Agile project is progressively revealed as the project progresses, and the Agile project team modifies its work to accommodate any variations that may occur. This approach results in less emphasis on Planning and Monitoring, and more emphasis on Adapting to Change.

So that we can accurately and comprehensively review all of the Agile Planning, Monitoring and Adapting Concepts necessary to ensure Agile project success, in this lesson we have organized them into the following categories and will provide specific examples within each of these categories:

- Agile Project Planning Initiation Concepts
- Agile Project Planning Execution
- Agile Release Planning Concepts
- Agile Iteration Planning
- Agile Monitoring Concepts
- Agile Adapting Concepts

Module 05 - Agile Estimation Concepts

Lesson 05.00 - Agile Estimation Concepts

In this lesson we will look at Agile Estimation Concepts. Specifically:

- We will start with a General Overview of Agile Estimation and what that means.
- We will then discuss several different Sizing Units that are used for estimating Agile project requirements.
- Next, we will look at three Sizing Activities, or techniques, that can be used when estimating the size of your Agile project.
- And finally, we will discuss the concept of Velocity and how it is used in Agile Estimation.

This lesson consists of the following parts:

1. Overview & Sizing Units
2. Sizing Activities, Velocity and Summary

Recommended Reading

Agile Estimation (video)

<http://agilefirestarter.com>

Agile Estimation and Planning, by Mike Cohn

<http://www.amazon.com//dp/0131479415&tag=theprojectm0d-20>

Full disclosure: We are an Amazon affiliate. If you click the above link and choose to purchase from Amazon then we will earn a commission.

Planning Poker Info

<http://www.planningpoker.com>

Estimation Poker Card Decks and Free iPhone Estimation Poker App

<http://platinumedge.com>

Exam Tip

Become very familiar with each of the Estimating concepts. Remember that Story Points are the preferred Agile sizing unit. Know the differences between Relative Sizing and Affinity Estimating



Module 06 - Agile Analysis and Design Concepts**Lesson 06.00 - Agile Analysis and Design Concepts**

In development.

In this lesson, we will continue our discussion of the Agile Concepts necessary for you to effectively study for PMI-ACP Exam by discussing Agile Analysis and Design Concepts. Although both Waterfall and Agile include analysis and design activities, Waterfall project analysis and design activities are very front-loaded at the beginning of each project and the project team spends a considerable amount of time analyzing the project and designing solutions to requirements. By way of comparison, Agile teams perform analysis and design tasks very rapidly at the beginning of each iteration and move directly to performing the work necessary to release a product increment at the end of each iteration.

This lesson will include a comprehensive review all of the Agile Analysis and Design Concepts necessary to ensure both PMI-ACP Exam success and real-life Agile project success. These concepts have been organized into the following categories and we will provide you specific examples in each of them:

- Agile Analysis Concepts
- Agile Design Concepts

Module 07 - Agile Product Quality Concepts

Lesson 07.00 - Agile Product Quality Concepts

In development.

In this lesson, we will continue our discussion of the Agile Concepts necessary for you to effectively study for the PMI-ACP Exam by discussing Agile Product Quality Concepts. Although we do not create a formal Quality Management Plan in Agile like we do on Traditional projects, quality is “organically” built in to Agile projects by following basic Agile best practices. Quality is an intrinsic part of every Agile process performed each day, and ensuring a high level of quality in every aspect of the Agile project team’s work their work is the responsibility of all Agile project team members. In addition, Agile Product Quality can be augmented by implementing “overt” Agile project activities, such as Code Reviews, Test Driven Development and Automated Testing, just to name a few.

This lesson will include a comprehensive review all of the Agile Product Quality Concepts necessary to ensure both PMI-ACP Exam success and real-life Agile project success. These concepts have been organized into the following categories and we will provide you specific examples in each of them:

- Organic Agile Product Quality Concepts
- Overt Agile Product Quality Concepts

Module 08 - Agile Soft Skills Negotiation Concepts

Lesson 08.00 - Agile Soft Skills Negotiation Concepts

We come to the all-important Agile Soft Skills Negotiation Concepts. We review the soft skills and negotiation skills necessary for today's Agile Project Managers and Project Team Members to successfully "manage" their Agile projects, successfully "engage" their stakeholders and successfully "lead" their teams. Our review will include the specific concepts that need to be mastered by everyone involved on an Agile project in order to perform all of these functions, and how critical it is for Agile project teams to properly balance the use of all of these different types of "management", "engagement" and "leadership" concepts in order to ensure their project's success.

As opposed to the "technical" skills and expertise necessary to properly develop and deliver a valuable product or feature, we will be concentrating here on the "People Skills" that are critical to successfully implementing Agile.

This lesson consists of the following parts:

1. Overview and Concepts 1-6
2. Concepts 7-12

We review the following 12 concepts in detail:

1. Emotional Intelligence
2. Adaptive Leadership
3. Servant Leadership
4. Internal Stakeholder Management
5. External Stakeholder Management
6. Collaboration
7. Conflict Resolution
8. Negotiation
9. Effective Conversations
10. Mentoring
11. Coaching
12. Motivation

Recommended Reading

- Rolling Out Agile in a Large Enterprise, Gabrielle Benefield ©2008
- Coaching Agile Teams, Lyssa Adkins ©2010
- Getting to Yes, Roger Fisher and William Ury ©1981
- Drive: The Surprising Truth About What Motivates Us, Daniel Pink ©2010
- Greenleaf Center for Servant Leadership, www.greenleaf.org



Module 09 - Agile Value-Based Prioritization Concepts

Lesson 09.00 - Agile Value-Based Prioritization Concepts

In this lesson will review a few Agile Value-Based Prioritization Concepts. When implementing Agile principles and practices on your projects, the analysis and prioritization activities that you will be perform in terms of “value” are twofold. First of all, you can use certain Financial Analysis Prioritization tools (Such as Return on Investment) for selecting which specific Agile projects your organization should be executing, as well as the specific order in which they should be executed.

Secondly, other Value-Based Prioritization tools and techniques (such as Compliance Based Prioritization) will help you to work with your customer to determine which requirements (in the form of user stories) will offer them the most value. It is also important to point out here that these valued-based activities will be performed continuously on your project because the “value” associated with a specific user story or feature set will often change as the project progresses.



We cover the following aspects of Value-Based Prioritization:

- We will first outline the “big picture” so to speak by providing a general Overview of key Value-Based Prioritization Concepts.
- We will then describe the three major Financial Analysis Prioritization Concepts, which are Return on Investment, Net Present Value, and Internal Rate of Return, each of which can be very useful when trying to determine which Agile projects to execute
- We will then take a detailed look at the important Compliance Based Prioritization Concepts that may have a profound effect on the priority of user stories implemented on your project, regardless if the origin of these compliance user stories are internal vs. external, or mandatory vs. voluntary on your Agile project.
- And finally, we will provide you with an understanding of some additional Value-Based Prioritization concepts, namely Minimally Marketable Features, Customer Based Prioritization, and Relative Prioritization or Ranking.

This lesson consists of the following parts:

1. Overview and Financial Analysis Prioritization Concepts
2. Compliance Based and General Prioritization Concepts

Recommended Reading

First Things First: Prioritizing Requirements, by Karl Wieggers

Present Value Information

<http://www.khanacademy.org>

Exam Tip

Don’t memorize the Financial Analysis formulas, but do know the “concepts”

- The PMI-ACP Exam will not contain any questions where you will have to calculate the ROI, NPV or IRR for a project or the requirements on a project so do not waste your time memorizing these formulas. However, it is critical that you know that these formulas are used in Value-Based Prioritization, and also how to interpret the results of using these formulas in terms of Value-Based Prioritization.

“Compliance” can be “mandatory”, “voluntary”, or a combination of both

- Remember that “Compliance” can refer to regulations dictated by your organization (voluntary), by your industry (also voluntary) or by legal regulatory bodies (mandatory). Regardless of whether the compliance aspects on your Agile projects are “voluntary” or “mandatory”, they must be incorporated and stringently followed in order to achieve project success.

Effective prioritization is based on highest value to the customer and highest risk to the project

- And don't forget that effective prioritization is always based on a combination of those features or user stories that not only possess the highest value to the customer but also possess the highest risk to the project.
-

Module 10 - Agile Risk Management Concepts

Lesson 10.00 - Agile Risk Management Concepts

In this lesson, we will continue our discussion of the Agile Concepts necessary for you to master to ensure your PMI-ACP Exam success by reviewing Agile Risk Management concepts. For those with a traditional project management background, some of these concepts may be familiar because they apply to all types of project management, while other concepts we will discuss are specific to Agile.

In terms of Agile, Risk Management really involves removing obstacles that impede the progress of the project team members' performance of their work. These "obstacles" are also referred to as "impediments" or "roadblocks" and are any situation or event that blocks the progress of work during an iteration. Removing these obstacles will reduce risk on your Agile project.



Essential Essentials

- Some Traditional Risk Management tools are equally valuable in Agile
- Agile is less risky than Traditional inherently or "organically"
- Agile "overt" Risk Management tools help minimize risk even further
- Project team must decide what Risk Management tools to use and when to use them on their Agile projects

Recommended Reading

- Traditional Risk Management
Risk Management, Tricks of the Trade® + PMI-RMP® Exam Prep Guide, Rita Mulcahy, ©2010
- Organic Agile Risk Management
The Software Project Manager's Bridge to Agility, Michele Sliger and Stacia Broderick ©2011
- Overt Agile Risk Management
Agile Estimating and Planning, Mike Cohn, ©2006

Module 11 - Agile Metrics Concepts

Lesson 11.01 – General Agile Metrics Concepts

Continuing our journey of discovery into those concepts that are essential and necessary to ensure your PMI-ACP Exam success, we arrive at Agile Metrics Concepts. In this lesson we discuss the different types of “general” concepts that are used in Agile that help Agile project teams to ensure that their projects are always operating at optimal efficiency, as well as continuously yielding quality deliverables that offer value to their customers, throughout the life of the project.

We will perform the following activities as part of this lesson:

- Provide an overview of what “Velocity” means to an Agile project team
- Review the concept of “Cycle Time” and its importance in Agile
- Discuss the characteristics of “Escaped

And throughout the discussion of each of these Agile metrics concepts we discuss how and when to use these “general” Agile metrics concepts on your Agile projects



Lesson 11.02 – Variance and Trend Analysis Agile Metrics Concepts

This lesson rounds out our review of the Agile Metrics Concepts that you must fully understand to ensure your PMI-ACP Exam success. We previously talked about “general” Agile metrics concepts but in this lesson we will get more specific and turn our attention to the Variance And Trend Analysis Agile Metrics. Full comprehension of these metrics concepts will assist you in keeping your Agile projects operating efficiently, as well as providing quality deliverables that consistently offer value to your customers.

In this lesson we will look at the following:

- An overview of what “Variance and Trend Analysis” means to an Agile project team
- What is meant by “Variance Analysis”
- An example of “Variance Analysis” using Earned Value Management
- What is meant by “Trend Analysis”
- An example of “Trend Analysis” using Earned Value Management



Module 12 - Agile Value Analysis Concepts

Lesson 12.00 - Agile Value Stream Analysis Concepts

In development.

Module 12 – Agile Value Stream Analysis Concepts marks the end of our review of the major concepts that you will need to know about Agile in order to successfully pass the PMI-ACP Exam. Providing value to the customer throughout an Agile project is one of the basic tenets that help to ensure Agile project success. There are many tools and techniques that can be employed by the Agile project team to ensure this value is being consistently delivered, all of which fall under Agile Value Stream Analysis Concepts. These could include “value” as defined by the customer but could also include mandatory compliance requirements or other requirements that address other factors on your Agile projects, cost, risk, and being “first to market” with a product.

In order to provide a detailed information on the Agile Value Stream Analysis Concepts that are crucial to Agile project success, we have categorized them into the following groups and will provide specific examples within each of the following categories:

- Value for Agile Projects
- Value Driven Delivery
- Value Points
- Value Based Prioritization
- Product Value Verification
- Value Stream Mapping

Module 13 - Code of Ethics and Professional Conduct

Lesson 13.00 - Code of Ethics and Professional Conduct

Don't steal, don't cheat, and don't lie. That pretty much sums up this lesson, because we will be looking at the PMI Code of Ethics and Professional Conduct, which is intended to guide us certified project managers in our daily work lives.

There is only one code of ethics no matter which certification exam you aspire to take. We are therefore presenting you with a lesson from The PM PrepCast series, which is for Project Management Professional (PMP)® exam preparation. However since the Code of Ethics doesn't change from one certificate to the next, all the information in this video is also valid for the PMI-ACP exam.



This lesson consists of the following parts:

1. Short Introduction
2. Part 1 (Overview, Responsibility & Respect)
3. Part 2 (Fairness, Honesty & Scenarios)

Essential Essentials

- The Code of Ethics is a lifestyle, the ideal approach for all of us to work in and the context of your professional responsibility
- Know which are aspirational and mandatory standards
- Always take the right, ethical action
- Watch out for conflicts of interest
- Report violations of the Code of Ethics

Module 14 - Exam Content Outline

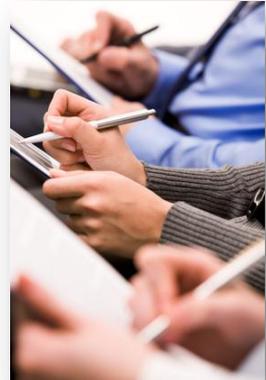
Lesson 14.00 - Exam Content Outline Overview

The “PMI Agile Certified Practitioner (PMI-ACP)® Examination Content Outline” is the definite guide for everyone who wants to know the details of the exact content that will be tested on their exam. This lesson provides an overview of the exam as well as an introduction to the exam content outline.

Recommended Reading

All official PMI-ACP documents can be found on the PMI website. Please go to <http://www.pmi.org/en/Certification/New-PMI-Agile-Certification.aspx> and look on the right hand side under “Quick Links” for the following documents:

- PMI Agile Certified Practitioner (PMI-ACP)® Examination Content Outline
- PMI-ACP FAQs
- PMI-ACP Reference List
- PMI-ACP Handbook
- PMI-ACP-Print-Application-Form



Lesson 14.01 - Exam Content Outline Tools & Techniques

We continue our review of The “PMI Agile Certified Practitioner (PMI-ACP)® Examination Content Outline” by looking at the Tools & Techniques Area of Concentration.

Lesson 14.02 - Exam Content Outline Knowledge and Skills

We continue our review of The “PMI Agile Certified Practitioner (PMI-ACP)® Examination Content Outline” by looking at the Knowledge & Skills Area of Concentration.

Lesson 14.03 - Exam Content Outline Domain I

We continue our review of The “PMI Agile Certified Practitioner (PMI-ACP)® Examination Content Outline” by looking at Domain I: Value-Driven Delivery.

Lesson 14.04 - Exam Content Outline Domain II

We continue our review of The “PMI Agile Certified Practitioner (PMI-ACP)® Examination Content Outline” by looking at Domain II: Stakeholder Engagement.

Lesson 14.05 - Exam Content Outline Domain III

We continue our review of The “PMI Agile Certified Practitioner (PMI-ACP)® Examination Content Outline” by looking at Domain III: Boosting Team Performance Practices.

Lesson 14.06 - Exam Content Outline Domain IV

We continue our review of The “PMI Agile Certified Practitioner (PMI-ACP)® Examination Content Outline” by looking at Domain IV: Adaptive Planning.

Lesson 14.07 - Exam Content Outline Domain V and VI

We continue our review of The “PMI Agile Certified Practitioner (PMI-ACP)® Examination Content Outline” by looking at Domains V: Problem Detection and Resolution as well as Domain VI: Continuous Improvement (Product, Process, People).

Module 15 – Interviews with Successful Exam Takers

Lesson 15.00 - Kevin Reilly, PMP, CSM, CSPO, PMI-ACP

In this 50-minute interview, Kevin Reilly opens up to you and talks about what the exam was like for him. He is a (as you will hear) not really a student of our Agile PrepCast . Instead, he is on the team of people who helped create it. And now as he has passed his exam he offered to talk about it here as part of your training course. And there is of course no better way to learn about the actual exam experience than to hear first-hand from a certified PMI-ACP what taking the exam is all about.

And since Kevin has changed his career and is now a PMP and PMI-ACP exam trainer himself, who teaches others as they are preparing for the exam, you can look forward to a great discussion and some excellent advice.

Interview Guest

Kevin Reilly, PMP, CSM, PMI-ACP

- <http://www.linkedin.com/in/kevinwreilly>



Lesson 15.01 - Allen Matheson, PMP, PMI-ACP, CSP

We have another half-hour long interview for you, in which a successful PMI-ACP certified practitioner talks about his approach to successfully prepare for and pass the exam. His name is Allen Matheson.

What I liked about his experience on the exam was the fact that his exam application got audited, which is something that so many people dread. But you will hear from Allen that if you are truthful in your application and approach it right, then being audited is a simple and straightforward process.

Interview Guest

Allen Matheson, PMP, PMI-ACP, CSP

- <http://www.linkedin.com/in/allenmatheson>



Module 99 - Goodbye.

Lesson 99.99 - Goodbye

Welcome one last time to the Agile PrepCast. Hopefully by now you realized that taking the PMI-ACP Exam is not as daunting as it may at first appear.

We hope that you have enjoyed watching the course lessons, just as much as we have enjoyed making them for you. But even more, we hope that you have learned a lot and that you feel ready to go out and take the exam. If so, then we have reached our goal.

The Agile PrepCast Customer Survey

Please tell us how you like The Agile PrepCast
<http://www.surveymonkey.com/s/TheAgilePrepCast>

Recommended Links

Tell others how you became PMI-ACP certified and write your Lessons Learned

<http://www.agileprepcast.com/all>

Earn 30 Category C PDUs with The PM Podcast

<http://www.pm-podcast.com/pdu>

Learn about PDUs with The PDU Insider

<http://www.pduinsider.com>

Earn at least 1 PDU every month with the webinars from The PDU Podcast

<http://www.pducast.com>

Become an OSP Affiliate and earn 30% commission

<http://affiliates.project-management-prepcast.com/>



Answers to Exercises

Lesson 01.00 - The Agile Manifesto

There is no “right or wrong” to this exercise. In the table below we provide the answers given by three Agile practitioners. Compare them to yours and as long as you have found and represented the “core idea” of each principle you have succeeded.

No	By Cornelius Fichtner	By Marc Bless ⁽¹⁾	By Don McGreal ⁽²⁾
1.	Valuable Software For Customer	Satisfy the Customer	Produce Value Early
2.	Welcome Changing Requirements	Embrace Change	Welcome Change
3.	Deliver Software Frequently	Frequent Delivery	Iterative Delivery
4.	Daily Team Collaboration	Cross-Functional Collaboration	Daily Business Collaboration
5.	Motivation + Environment = Success	Support and Trust	Trust Motivated Teams
6.	Use Face-to-Face Conversations	Face-to-Face Conversation	Face to Face
7.	Working Software = Progress	Working Software	Working Software
8.	Maintain Pace Indefinitely	Sustainable Pace	Sustainable Pace
9.	Excellence Enhances Agility	Technical Excellence	Technical Excellence
10.	Simplicity	Keep It Simple	K.I.S.S.
11.	Self-Organizing Teams	Self-Organization	Self-Organize
12.	Reflect, tune, adjust	Inspect and Adapt	Reflect And Adjust

(1) Reference: <http://www.toolsjournal.com/agilearticles/item/362-agile-principles?format=pdf&tmpl=component>

(2) Reference: <http://tastycupcakes.org/2010/01/pocket-sized-principles/>

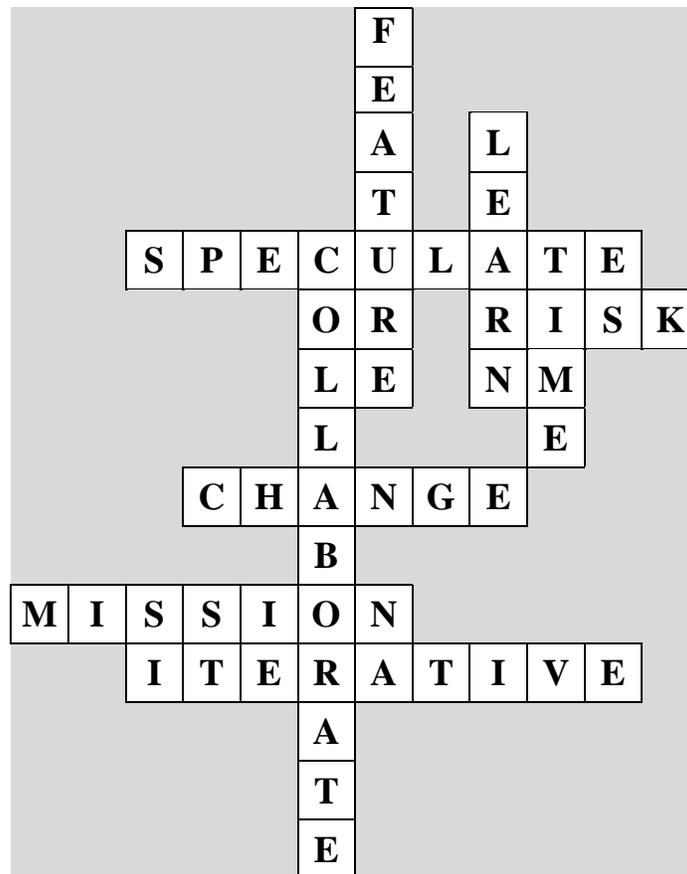
Here is a fourth answer for you, where the principles have been shortened by a group of Scrum practitioners during a training exercise. Their task was to rephrase the 12 Principles but use only *half* the number of words from the original principle. You will find that the essence is the same as above:

1. Give something tangible early
2. Change is a competitive advantage
3. Deliver working software faster
4. Build a bridge between business & development
5. Hire & trust your best people
6. Face-to-face is most efficient
7. Our first goal: Working software
8. Develop product with constant pace
9. Always monitor code design
10. Simplicity is essential
11. Either: Empowered individuals excel at work
Or: Ownership
12. Periodic feedback meetings help

Lesson 01.01 –Declaration of Interdependence

E	Y	S	S	E	N	E	V	I	T	C	E	F	F	E
C	T	S	U	F	C	C	U	S	T	A	M	E	R	S
C	I	U	N	C	E	R	T	I	A	N	T	A	T	L
U	L	E	C	T	I	U	E	I	V	I	T	A	E	R
O	I	C	E	I	Y	E	T	A	C	R	I	E	I	T
N	B	U	R	E	Y	L	V	O	T	R	N	M	N	S
T	A	S	T	T	O	L	A	T	C	I	I	S	R	I
A	T	T	A	I	T	A	Y	U	N	M	V	E	Y	I
B	N	O	I	E	T	V	A	L	U	E	M	E	C	L
I	U	M	N	A	U	T	A	S	I	O	A	V	T	E
L	O	E	T	M	A	S	R	I	T	C	E	U	A	Y
I	C	V	Y	V	F	A	Y	S	C	A	C	V	E	U
T	C	C	A	S	U	E	U	L	Y	E	A	A	E	E
Y	A	O	F	F	E	C	T	O	V	E	N	E	S	S
N	A	Y	T	I	V	I	T	A	E	R	C	V	E	F

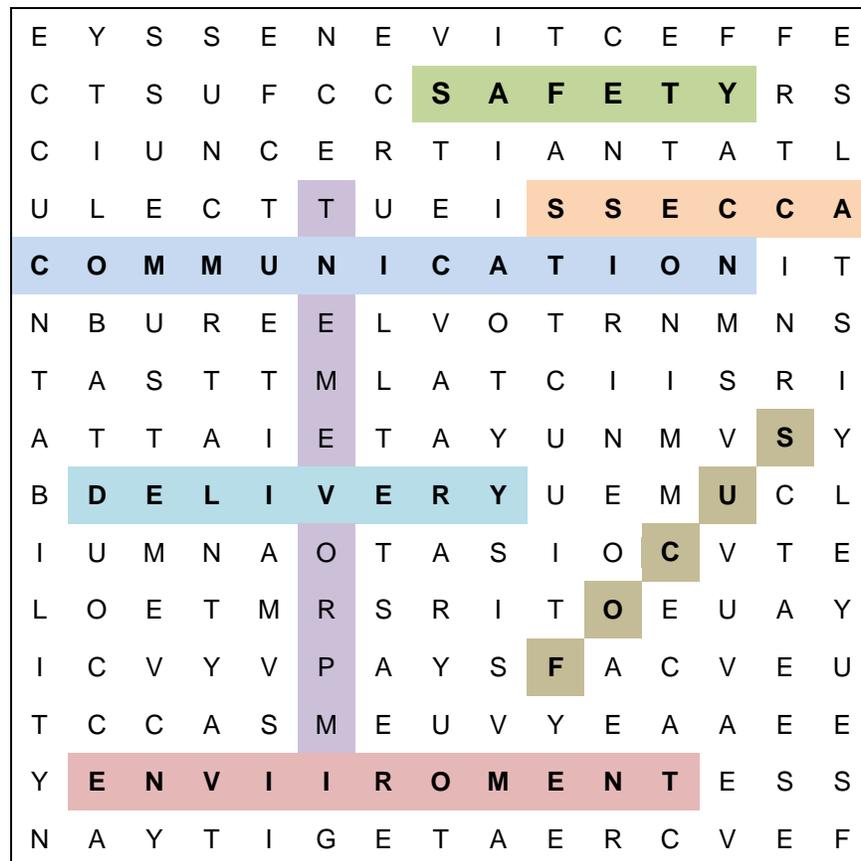
Lesson 02.08 - Adaptive Software Development (ASD)



Lesson 02.04 - Lean

Principles → ↓ Thinking Tools	Eliminate Waste	Amplify Learning	Decide as Late as Possible	Deliver as Fast as Possible	Empower the Team	Build Integrity In	See the Whole
Conceptual Integrity						X	
Contracts							X
Cost of Delay				X			
Expertise					X		
Feedback		X					
Iterations		X					
Leadership					X		
Making Decisions			X				
Measurements							X
Motivation					X		
Options Thinking			X				
Perceived Integrity						X	
Pull Systems Tool				X			
Queuing Theory Tool				X			
Refactoring						X	
Seeing Waste	X						
Self-Determination					X		
Set-Based Development		X					
Synchronization		X					
Testing						X	
The Last Responsible Moment			X				
Value Stream Mapping	X						

Lesson 02.07 - Crystal Family



50 PMI-ACP® Exam Sample Questions

Introduction

Use the following 50 sample questions as a self-assessment of your understanding of Agile knowledge, skills, tools and techniques.

We recommend that you print and take your self-assessment on paper with a pencil in hand. It should take you no more than 75 minutes to answer all 50 questions. (That's 1.5 minutes per question, just like on the "real" exam.)

You will find the following sections:

Section 1: 50 PMI-ACP® Exam Sample Questions

The difficulty level of these questions is easy to medium. They are intended to measure your understanding of basic Agile project management concepts.

Don't write your answers on here. Write them on the answer sheet.

Section 2: Answer Sheet for PMI-ACP® Exam Sample Questions

Use the answer sheet to record your 50 responses and grade yourself. If you want to take the self-assessment a second time, just print this page again.

Section 3: Answer Overview for PMI-ACP® Exam Sample Questions

A table with the correct answers to the 50 questions

Section 4: Detailed Answers for PMI-ACP® Exam Sample Questions

In this section we repeat the question and then give you the answer, explanation and a reference where you can go read more about the topic.

50 PMI-ACP® Exam Sample Questions

Question 1: The Agile Development Team wants to refactor. What is refactoring?

- A.) Improving the internal structure of an existing program's source code, while preserving its external behavior.
- B.) Rewriting the source code.
- C.) Fixing bugs, while preserving the expected behavior.
- D.) Improving observable aspects of the customer facing interface, while solidifying the source code.

Question 2: When implementing Agile projects, who comprises the Development Team?

- A.) Those individuals working on improving their Agile project skills.
- B.) Everyone involved in the Agile project's execution.
- C.) Those individuals who create the Agile Project Plans.
- D.) Everyone involved in the actual development of the product.

Question 3: When facilitating a Planning Poker session, Sujit and Mary cannot agree on an estimate for the level of effort on a particular user story. How should this best be resolved?

- A.) Have everyone take a break to calm down and meet again in a few days.
- B.) Have the two of them continue discussions to identify possible risks.
- C.) Have the estimate with the most votes be the final decision in order to keep the session moving forward.
- D.) Have the Scrum Master decide the level of effort for that particular user story and have the team move on to estimating the next user story.

Question 4: What is velocity refer to in terms of Agile Project Management?

- A.) How fast a person can get on boarded to an Agile Project Team.
- B.) The pace of business within an experienced Agile organization.
- C.) The speed at which Agile planning meetings can be completed.
- D.) The amount of work an Agile team can complete during an Agile project iteration.

Question 5: The Daily Scrum meeting is set for the same time and location every day. A new member of your Agile Project Team asks why this is the case. What is your best response?

- A.) We want to make certain you have the same spot every day.
- B.) We want to maintain continuity and cadence on our Agile project.
- C.) We want to hold the conference room for months in advance in order to avoid conflicts.
- D.) We want to ensure that the Product Owner can hear you.

Question 6: During a Daily Scrum meeting, many stakeholders are in attendance. They are asking a lot of questions and approaching the Development Team members individually. In this scenario, what is the Scrum Master's best course of action?

- A.) Encourage the conversation.
- B.) Excuse the Development Team so that they can get back to work and then meet separately with just the stakeholders.
- C.) Do nothing to interfere with the interactions.
- D.) Remind the stakeholders of the guidelines surrounding the Daily Scrum meetings and that only the Scrum Team members are allowed to speak during this meeting.

Question 7: Which of the following best describes a release in Agile terms?

- A.) Deploying code.
- B.) Releasing source code.
- C.) Delivering value to the project group.
- D.) A group of usable product features released into production.

Question 8: On your current Agile project, some project details are not yet known. They are to be planned out further in subsequent sprints based heavily on the current and near-term sprints. What technique is being used in this scenario?

- A.) Fortune Planning
- B.) Rolling Wave Planning
- C.) Thematic Planning
- D.) Punting

Question 9: Your Agile team is working well together and have been working in close proximity to each other for a long time. What would you recommend to the team?

- A.) Relax the requirement of having the team work in close proximity to each other.
- B.) Reduce the frequency of Daily Stand Up meetings to twice weekly.
- C.) Continue the requirement of having the team being collocated.
- D.) Encourage them to take on more projects in order to share their learning with others in the organization.

Question 10: Lean Software Development was based on which of the following manufacturing production systems?

- A.) Kawasaki
- B.) Suzuki
- C.) Toyota
- D.) Yamaha

Question 11: In an Iteration Burndown Chart, what is typically represented on the vertical and horizontal (X) axes?

- A.) Time is represented on the vertical axis and user stories are represented on the horizontal axis.
- B.) Quantity of work remaining is represented on the vertical axis and time elapsed is represented on the horizontal axis.
- C.) Quality of work remaining is represented on the vertical axis and time elapsed is represented on the horizontal axis.
- D.) Quantity of work completed is represented on the vertical axis and time elapsed is represented on the horizontal axis.

Question 12: What is the most effective method of conveying information on your Agile project?

- A.) In quick and to the point instant messages.
- B.) Using clearly written emails.
- C.) Through face to face conversations.
- D.) Using formal newsletters.

Question 13: Crystal Clear product development requires Osmotic Communication. How is this best achieved?

- A.) Being collocated
- B.) Being virtual
- C.) Being paired
- D.) Being in very large groups

Question 14: Unfortunately your Agile Project Team failed to meet their goals in the last sprint. You have now reviewed your processes and will implement new processes to ensure you meet their goals in the next sprint. What is this Agile process called?

- A.) Continuous Improvement
- B.) Sprint Auditing
- C.) Process Improvement Planning
- D.) Mitigation

Question 15: All of the following are benefits of having Scrum Team members dedicated for the life of an Agile project except?

- A.) Fewer distractions.
- B.) Ability to focus on one project.
- C.) User stories are easier to create.
- D.) Velocity is easier to calculate.

Question 16: An Agile Project Team is playing an Innovation Game called Product Vision Box. A senior level executive overhears the activity, stops in and asks the purpose of this Agile exercise. As an Agile Project Team member, what would you tell her?

- A.) Agile projects are executed using different tools than those used on traditional projects.
- B.) Innovation on Agile projects can only be properly implemented using a structured game with well-defined rules.
- C.) Innovation Games are only played after Sprint work has been completed, and are used to thank the Agile Project Team members for a job well done.
- D.) Innovation Games are used on Agile projects to engage and increase interaction, communication and collaboration among the Agile Project Team members.

Question 17: Which of the following best describes a user story?

- A.) A simple description of a product requirement in terms of who is requesting the requirement and what the requirement must accomplish.
- B.) A detailed description of the value to be written for the customer.
- C.) A simple description of how end users are expected to use the product.
- D.) A word document listing the specific user needs in narrative form.

Question 18: Which of the following is not a principle contained in the Declaration of Interdependence?

- A.) We boost performance through group accountability for results and shared responsibility for team effectiveness.
- B.) We build projects around motivated individuals, give them the environment and support they need, and trust them to get the job done.
- C.) We improve effectiveness and reliability through situationally specific strategies, processes and practices.
- D.) We deliver reliable results by engaging customers in frequent interactions and shared ownership.

Question 19: Which of the following uses an automated test case defining the desired improvement or function, minimally written code to pass the test, and then refactoring to meet standards?

- A.) Kanban
- B.) Crystal
- C.) Test Driven Development
- D.) Scrum

Question 20: A team member is getting very angry and frustrated. She recognizes that she is getting 'worked up'. Not wanting to affect the rest of team, she steps outside for a quick walk to calm herself down. Which skill is she displaying?

- A.) Emotional Intelligence
- B.) Anger Intelligence
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- D.) Deflection

Question 21: Mia's team is executing their Agile project using Kanban Boards. The team agrees to limit the number of tasks placed in the To Do column at any one time. According to Kanban best practices, what is the maximum recommended number of tasks that should be in the To Do column at any one time?

- A.) 2
- B.) 3
- C.) 4
- D.) 5

Question 22: What is meant by the "Definition of Done"?

- A.) A list of criteria that must be met before a product increment or user story is considered done by the Agile project team.
- B.) An agreement between the Product Owner and the Scrum Master on when the Sprint is done.
- C.) A list of user stories that must be completed to consider the Sprint Burndown to be done.
- D.) A list of requests or user stories that must be completed to consider the Sprint Backlog Done.

Question 23: When can Planning Poker be played?

- A.) Only during Agile project team-building events.
- B.) At any time, but particularly when the Product Roadmap is being developed.
- C.) When the sprint is completed.
- D.) At any point when a majority of the team is not present in the office.

Question 24: Which of the following sets of activities are included in a Sprint?

- A.) Feature Road Mapping, Development Time, Product Release and Project Kickoff Meeting.
- B.) Sprint Planning Meeting, Daily Scrum Meetings, Development Time and Sprint Review Meeting.
- C.) Project Kickoff Meeting, Weekly Scrum Meetings, Downtime and Story Time
- D.) Spring Backlog Review, Story Time, Multi-Tasking and Sprint Retrospective

Question 25: What roles are typical include in a typical Scrum Team?

- A.) Project Manager, Project Owner, Project Sponsor, Scrum Master.
- B.) Scrum Master, Scrum Team, Scrum Manager.
- C.) Product Owner, Scrum Master, Development Team.
- D.) Scrum Master, Scrum Mentor, Business Team, Development Team.

Question 26: Which is of the following is not considered a basic characteristic of an effective Information Radiator on an Agile project?

- A.) Easy to understand
- B.) Static
- C.) Radiates Agile project information
- D.) Kept up to date

Question 27: Kai is explaining the issues to Kristi that are blocking his ability to complete work on an Agile project. Kristi's body language is showing interest and engagement with Kai's explanations. She is also paraphrasing back some of his points. What technique is Kristi demonstrating?

- A.) Active Listening
- B.) Observation
- C.) Directive Listening
- D.) Leadership

Question 28: Which of the following is not a characteristic of Servant Leadership?

- A.) Assertiveness
- B.) Empathy
- C.) Persuasion
- D.) Stewardship

Question 29: According to Agile best practices, how often should working software be delivered?

- A.) Every other day.
- B.) Every couple of weeks to couple of months.
- C.) Every few months.
- D.) Whenever it is 'shippable'.

Question 30: When planning a sprint, the team is determining the tasks necessary to develop each user story. Andy wants the tasks to be decomposed down to the level where they can be estimated in minutes. Betty wants them decomposed down to the level where they can be estimated in days. Charlie wants tasks equal to the size of the Sprint. Whose suggestion is best suited for Sprint Planning?

- A.) Andy's suggestion.
- B.) Betty's suggestion.
- C.) Charlie's suggestion.
- D.) None of their suggestions are suitable because tasks and user stories are the same.

Question 31: When planning a release, what is the best strategy?

- A.) Establishing the next set of Minimal Marketable Features and identifying a launch date around which the team can mobilize.
- B.) Establishing a road map of everything the product's customers may want and when they want it.
- C.) Selecting a date the team can confidently meet the customers requirements' expectations.
- D.) Selecting a date the Product Owner selects as the final product deliverable date.

Question 32: According to the Agile Manifesto, changes on an Agile project are:

- A.) Encouraged
- B.) Mandatory
- C.) Optional
- D.) Discouraged

Question 33: An Agile project team completed 10 story points in Sprint 1, 15 story points in Sprint 2 and 14 story points in Sprint 3. If the team is using average velocity to estimate how many story points they will complete in Sprint 4, what would be their estimate?

- A.) 10
- B.) 13
- C.) 14
- D.) 15

Question 34: Which of the following is not considered one of the seven software wastes, according to Lean Software Development?

- A.) Task Switching
- B.) Emotion
- C.) Extra Features
- D.) Defects

Question 35: What does TDD stand for?

- A.) Test-Driven Development
- B.) Timing Design and Development
- C.) Time Defined Development
- D.) Templated Design Development

Question 36: Which of the following is not one of the five basic activities used in Extreme Programming (XP)?

- A.) Coding
- B.) Communicating
- C.) Implementing
- D.) Designing

Question 37: Your Agile team is identifying various stakeholders for a back end database interface project. Which of the following would least likely to be considered a stakeholder in this case?

- A.) The Product Owner
- B.) The end users of the software
- C.) The Agile Project Team members
- D.) A reporter for a technology magazine writing an article concerning database development.

Question 38: During a Sprint Planning meeting, the Product Owner and the Development Team are setting a Sprint Goal and reviewing the Product Backlog. What else should they be doing?

- A.) Removing any unnecessary team members from the meeting so they can concentrate on more productive work.
- B.) Determining what the team can accomplish within the sprint.
- C.) Asking for the status of past sprints.
- D.) Determining which Product Backlog to use for this sprint.

Question 39: Your sprint is 3 week in length. Ideally, how long should your Sprint Planning meeting last?

- A.) 30 minutes or less
- B.) 1 hour +/- 10 minutes
- C.) 6 hours or less
- D.) As many days as is needed

Question 40: It is late in the development on your current Agile project and a request for change is introduced by your customer. What is your best response to this change request?

- A.) Review the change request and place it in the Product Backlog according to the customer's priority.
- B.) Deny any change requests this late in development.
- C.) Consider the request only if it comes from the Project Manager.
- D.) Immediately implement the change request in the current development cycle.

Question 41: Which of the following is a Lean technique?

- A.) Value Stream Mapping
- B.) Lane Swimming
- C.) Fat Trimming
- D.) Pair Programming

Question 42: Your organization is seeking to hire a Scrum Master. A candidate claims to be certified as a PMI-ACP. Upon checking on the list of PMI-ACPs on the www.pmi.org web site you do not find her listed. What is your best response?

- A.) Assume the web site has not been updated and consider checking back later.
- B.) Ask the candidate to clear the error before continuing Scrum Master position application process at your organization.
- C.) Immediately Inform PMI of the discrepancy.
- D.) Blacklist the candidate from any position within your organization.

Question 43: A user story or task aimed at answering a question or gathering information, rather than producing shippable product, is commonly known as which of the following?

- A.) A Stop
- B.) A Sponge
- C.) A Spike
- D.) A Punch

Question 44: According to the Agile Manifesto, along with Continuous Attention to Technical Excellence, what else enhances agility?

- A.) Intervention
- B.) Good Design
- C.) Satisfaction
- D.) Leadership

Question 45: Pair Programming is a core principle of which of the following Agile methods?

- A.) XP
- B.) Scrum
- C.) PMP
- D.) Kanban

Question 46: Which of the following is not one of the processes used in the Adaptive Software Development (ASD) method? and who are those responsible for doing the work. What is the best tool for them to use?

- A.) Collaborate
- B.) Learn
- C.) Revise
- D.) Speculate

Question 47: Decomposition is a technique used in Agile to break down requirements from a very high level to a very low level. Which of the following is the correct sequence in terms of decomposition moving from high-level and very broad requirement details to low-level and very specific requirement details?

- A.) Epic, Story, Theme
- B.) Story, Theme, Epic
- C.) Theme, Story, Epic
- D.) Theme, Epic, Story

Question 48: What is Agile Cycle Time?

- A.) The time it takes to return to a point in a process flow.
- B.) The time between initiation of a user story and its final delivery to the customer.
- C.) The time between two successive product deliveries.
- D.) The time it takes to complete the Agile Planning Cycle.

Question 49: When estimating stories using T-Shirt sizes, the sizes can be equated to story points based on the Fibonacci Sequence. If a Medium is assigned a value of 3 and Large is assigned a value of 5, what value should be assigned to an Extra Large?

- A.) 1
- B.) 6
- C.) 8
- D.) 10

Question 50: Using the INVEST approach to decomposing user stories, if the other letters stand for Independent, Negotiable, Valuable, Estimable, and Small, what does "T" stand for?

- A.) T-Shirt Sized
- B.) Tasked
- C.) Testable
- D.) Timed

Answer Sheet for PMI-ACP® Exam Sample Questions

Question	Answer	Correct	Incorrect	Question	Answer	Correct	Incorrect
Q 01		<input type="checkbox"/>	<input type="checkbox"/>	Q 27		<input type="checkbox"/>	<input type="checkbox"/>
Q 02		<input type="checkbox"/>	<input type="checkbox"/>	Q 28		<input type="checkbox"/>	<input type="checkbox"/>
Q 03		<input type="checkbox"/>	<input type="checkbox"/>	Q 29		<input type="checkbox"/>	<input type="checkbox"/>
Q 04		<input type="checkbox"/>	<input type="checkbox"/>	Q 30		<input type="checkbox"/>	<input type="checkbox"/>
Q 05		<input type="checkbox"/>	<input type="checkbox"/>	Q 31		<input type="checkbox"/>	<input type="checkbox"/>
Q 06		<input type="checkbox"/>	<input type="checkbox"/>	Q 32		<input type="checkbox"/>	<input type="checkbox"/>
Q 07		<input type="checkbox"/>	<input type="checkbox"/>	Q 33		<input type="checkbox"/>	<input type="checkbox"/>
Q 08		<input type="checkbox"/>	<input type="checkbox"/>	Q 34		<input type="checkbox"/>	<input type="checkbox"/>
Q 09		<input type="checkbox"/>	<input type="checkbox"/>	Q 35		<input type="checkbox"/>	<input type="checkbox"/>
Q 10		<input type="checkbox"/>	<input type="checkbox"/>	Q 36		<input type="checkbox"/>	<input type="checkbox"/>
Q 11		<input type="checkbox"/>	<input type="checkbox"/>	Q 37		<input type="checkbox"/>	<input type="checkbox"/>
Q 12		<input type="checkbox"/>	<input type="checkbox"/>	Q 38		<input type="checkbox"/>	<input type="checkbox"/>
Q 13		<input type="checkbox"/>	<input type="checkbox"/>	Q 39		<input type="checkbox"/>	<input type="checkbox"/>
Q 14		<input type="checkbox"/>	<input type="checkbox"/>	Q 40		<input type="checkbox"/>	<input type="checkbox"/>
Q 15		<input type="checkbox"/>	<input type="checkbox"/>	Q 41		<input type="checkbox"/>	<input type="checkbox"/>
Q 16		<input type="checkbox"/>	<input type="checkbox"/>	Q 42		<input type="checkbox"/>	<input type="checkbox"/>
Q 17		<input type="checkbox"/>	<input type="checkbox"/>	Q 43		<input type="checkbox"/>	<input type="checkbox"/>
Q 18		<input type="checkbox"/>	<input type="checkbox"/>	Q 44		<input type="checkbox"/>	<input type="checkbox"/>
Q 19		<input type="checkbox"/>	<input type="checkbox"/>	Q 45		<input type="checkbox"/>	<input type="checkbox"/>
Q 20		<input type="checkbox"/>	<input type="checkbox"/>	Q 46		<input type="checkbox"/>	<input type="checkbox"/>
Q 21		<input type="checkbox"/>	<input type="checkbox"/>	Q 47		<input type="checkbox"/>	<input type="checkbox"/>
Q 22		<input type="checkbox"/>	<input type="checkbox"/>	Q 48		<input type="checkbox"/>	<input type="checkbox"/>
Q 23		<input type="checkbox"/>	<input type="checkbox"/>	Q 49		<input type="checkbox"/>	<input type="checkbox"/>
Q 24		<input type="checkbox"/>	<input type="checkbox"/>	Q 50		<input type="checkbox"/>	<input type="checkbox"/>
Q 25		<input type="checkbox"/>	<input type="checkbox"/>	Total			
Q 26		<input type="checkbox"/>	<input type="checkbox"/>	Total %		____%	____%

To calculate the % correct, simply multiply the "total correct" by 2. Example: If you have 42 correct then calculate $42 * 2 = 84\%$

Answer Overview for PMI-ACP® Exam Sample Questions

Question Number	Correct Answer
Question 01	A
Question 02	D
Question 03	D
Question 04	D
Question 05	B
Question 06	D
Question 07	D
Question 08	B
Question 09	C
Question 10	C
Question 11	B
Question 12	C
Question 13	A
Question 14	A
Question 15	C
Question 16	D
Question 17	A
Question 18	B
Question 19	C
Question 20	A
Question 21	A
Question 22	A
Question 23	B
Question 24	B
Question 25	C
Question 26	B

Question Number	Correct Answer
Question 27	A
Question 28	A
Question 29	B
Question 30	B
Question 31	A
Question 32	A
Question 33	B
Question 34	C
Question 35	A
Question 36	D
Question 37	D
Question 38	B
Question 39	C
Question 40	A
Question 41	A
Question 42	C
Question 43	C
Question 44	B
Question 45	A
Question 46	C
Question 47	D
Question 48	C
Question 49	C
Question 50	C

Detailed Answers for PMI-ACP® Exam Sample Questions

Question 1: The Agile Development Team wants to refactor. What is refactoring?

- A.) Improving the internal structure of an existing program's source code, while preserving its external behavior.
- B.) Rewriting the source code.
- C.) Fixing bugs, while preserving the expected behavior.
- D.) Improving observable aspects of the customer facing interface, while solidifying the source code.

Correct answer is **A**

Reference: <http://guide.agilealliance.org/guide/refactoring.html>

Refactoring's objective is not to rewrite code, Improving the internal structure of an existing program's source code, while preserving its external behavior.

Question 2: When implementing Agile projects, who comprises the Development Team?

- A.) Those individuals working on improving their Agile project skills.
- B.) Everyone involved in the Agile project's execution.
- C.) Those individuals who create the Agile Project Plans.
- D.) Everyone involved in the actual development of the product.

Correct answer is **D**

Reference: Agile Project Management for Dummies, by Mark Layton

By definition the Development Team is comprised of the actual Agile project team members who are performing the work to create the product.

Question 3: When facilitating a Planning Poker session, Sujit and Mary cannot agree on an estimate for the level of effort on a particular user story. How should this best be resolved?

- A.) Have everyone take a break to calm down and meet again in a few days.
- B.) Have the two of them continue discussions to identify possible risks.
- C.) Have the estimate with the most votes be the final decision in order to keep the session moving forward.
- D.) Have the Scrum Master decide the level of effort for that particular user story and have the team move on to estimating the next user story.

Correct answer is **D**

Reference: <http://www.planningpoker.com/>

As a Facilitator, the Scrum Master is responsible for deciding the level of effort for a particular user story on which the team's estimate is 'deadlocked' and helping the team move on to estimating the next user story.

Question 4: What is velocity refer to in terms of Agile Project Management?

- A.) How fast a person can get on boarded to an Agile Project Team.
- B.) The pace of business within an experienced Agile organization.
- C.) The speed at which Agile planning meetings can be completed.
- D.) The amount of work an Agile team can complete during an Agile project iteration.

Correct answer is **D**

Reference: Essential Scrum: A Practical Guide to the Most Popular Agile Process, by Kenneth Rubin

Velocity is determined by the team's average work speed in an iteration.

Question 5: The Daily Scrum meeting is set for the same time and location every day. A new member of your Agile Project Team asks why this is the case. What is your best response?

- A.) We want to make certain you have the same spot every day.
- B.) We want to maintain continuity and cadence on our Agile project.
- C.) We want to hold the conference room for months in advance in order to avoid conflicts.
- D.) We want to ensure that the Product Owner can hear you.

Correct answer is **B**

Reference: Essential Scrum: A Practical Guide to the Most Popular Agile Process, by Kenneth Rubin.

Being consistent in the location and exact time of the Daily Scrum Meeting ensures maximum participation and rhythm of the Agile Project Team.

Question 6: During a Daily Scrum meeting, many stakeholders are in attendance. They are asking a lot of questions and approaching the Development Team members individually. In this scenario, what is the Scrum Master's best course of action?

- A.) Encourage the conversation.
- B.) Excuse the Development Team so that they can get back to work and then meet separately with just the stakeholders.
- C.) Do nothing to interfere with the interactions.
- D.) Remind the stakeholders of the guidelines surrounding the Daily Scrum meetings and that only the Scrum Team members are allowed to speak during this meeting.

Correct answer is **D**

Reference: Essential Scrum: A Practical Guide to the Most Popular Agile Process, by Kenneth Rubin

Setting the ground rules and reminding others of the rules are important to holding effective meetings when implementing Scrum as your Agile team's preferred Agile method.

Question 7: Which of the following best describes a release in Agile terms?

- A.) Deploying code.
- B.) Releasing source code.
- C.) Delivering value to the project group.
- D.) A group of usable product features released into production.

Correct answer is **D**

Reference: Lean Software Development: An Agile Toolkit, by Mary and Tom Poppendieck
Releases are made up of usable product features for customers in the production environment.

Question 8: On your current Agile project, some project details are not yet known. They are to be planned out further in subsequent sprints based heavily on the current and near-term sprints. What technique is being used in this scenario?

- A.) Fortune Planning
- B.) Rolling Wave Planning
- C.) Thematic Planning
- D.) Punting

Correct answer is **B**

Reference: http://en.wikipedia.org/wiki/Rolling_Wave_planning

Rolling Wave Planning is a form of Progressive Elaboration that focuses more on the near term plans and rolls into the longer term as more information becomes available about the project requirements.

Question 9: Your Agile team is working well together and have been working in close proximity to each other for a long time. What would you recommend to the team?

- A.) Relax the requirement of having the team work in close proximity to each other.
- B.) Reduce the frequency of Daily Stand Up meetings to twice weekly.
- C.) Continue the requirement of having the team being collocated.
- D.) Encourage them to take on more projects in order to share their learning with others in the organization.

Correct answer is **C**

Reference: Agile Project Management for Dummies, by Mark Layton

High performing teams are the objective of every project team. Continue that success by requiring that the team members be collocated.

Question 10: Lean Software Development™ was based on which of the following manufacturing production systems?

- A.) Kawasaki
- B.) Suzuki
- C.) Toyota
- D.) Yamaha

Correct answer is **C**

Reference: Lean Software Development: An Agile Toolkit, by Mary and Tom Poppendieck

Lean Software Development was based on the Toyota Production System, which evolved from Just-in-Time and Lean Manufacturing philosophies, initially created by Toyota.

Question 11: In an Iteration Burndown Chart, what is typically represented on the vertical and horizontal (X) axes?

- A.) Time is represented on the vertical axis and user stories are represented on the horizontal axis.
- B.) Quantity of work remaining is represented on the vertical axis and time elapsed is represented on the horizontal axis.
- C.) Quality of work remaining is represented on the vertical axis and time elapsed is represented on the horizontal axis.
- D.) Quantity of work completed is represented on the vertical axis and time elapsed is represented on the horizontal axis.

Correct answer is **B**

Reference: <http://guide.agilealliance.org/guide/burndown.html>

Burndown charts show the work remaining or 'burning down' over time.

Question 12: What is the most effective method of conveying information on your Agile project?

- A.) In quick and to the point instant messages.
- B.) Using clearly written emails.
- C.) Through face to face conversations.
- D.) Using formal newsletters.

Correct answer is **C**

Reference: <http://www.agilemodeling.com/essays/communication.htm>

Being in close proximity to the other team members on your Agile project, as well as the customer and other stakeholders affords you the most effective method of conveying information on your Agile project.

Question 13: Crystal Clear product development requires Osmotic Communication. How is this best achieved?

- A.) Being collocated
- B.) Being virtual
- C.) Being paired
- D.) Being in very large groups

Correct answer is **A**

Reference: <http://www.agilemodeling.com/essays/communication.htm>

Being located near each other and in the same environment enables knowledge to be shared and absorbed easier as though through Osmosis.

Question 14: Unfortunately your Agile Project Team failed to meet their goals in the last sprint. You have now reviewed your processes and will implement new processes to ensure you meet their goals in the next sprint. What is this Agile process called?

- A.) Continuous Improvement
- B.) Sprint Auditing
- C.) Process Improvement Planning
- D.) Mitigation

Correct answer is **A**

Reference: Effective Project Management: Traditional, Agile, Extreme; by Robert Wysocki

Continuous improvement is defined as implementing methods to continuously improve the product, processes and people on your Agile project.

Question 15: All of the following are benefits of having Scrum Team members dedicated for the life of an Agile project except?

- A.) Fewer distractions.
- B.) Ability to focus on one project.
- C.) User stories are easier to create.
- D.) Velocity is easier to calculate.

Correct answer is **C**

Reference: Essential Scrum: A Practical Guide to the Most Popular Agile Process, by Kenneth Rubin

Although creating user stories is a core Agile skill, it is not specific to having dedicated Scrum Team members throughout the life of your project. All of the other answer choices are direct benefits of having Scrum Team members dedicated for the life of an Agile project.

Question 16: An Agile Project Team is playing an Innovation Game called Product Vision Box. A senior level executive overhears the activity, stops in and asks the purpose of this Agile exercise. As an Agile Project Team member, what would you tell her?

- A.) Agile projects are executed using different tools than those used on traditional projects.
- B.) Innovation on Agile projects can only be properly implemented using a structured game with well-defined rules.
- C.) Innovation Games are only played after Sprint work has been completed, and are used to thank the Agile Project Team members for a job well done.
- D.) Innovation Games are used on Agile projects to engage and increase interaction, communication and collaboration among the Agile Project Team members.

Correct answer is **D**

Reference: http://en.wikipedia.org/wiki/Innovation_game

Playing innovation games help to engage and increase interaction, communication and collaboration among the Agile Project Team members.

Question 17: Which of the following best describes a user story?

- A.) A simple description of a product requirement in terms of who is requesting the requirement and what the requirement must accomplish.
- B.) A detailed description of the value to be written for the customer.
- C.) A simple description of how end users are expected to use the product.
- D.) A word document listing the specific user needs in narrative form.

Correct answer is **A**

Reference: Scrum in Action, by Andrew Pham and Phuong-Van Pham.

User stories need to convey product requirements in terms of who is requesting the requirement and what the requirement must accomplish.

Question 18: Which of the following is not a principle contained in the Declaration of Interdependence?

- A.) We boost performance through group accountability for results and shared responsibility for team effectiveness.
- B.) We build projects around motivated individuals, give them the environment and support they need, and trust them to get the job done.
- C.) We improve effectiveness and reliability through situationally specific strategies, processes and practices.
- D.) We deliver reliable results by engaging customers in frequent interactions and shared ownership.

Correct answer is **B**

Reference: Declaration of Interdependence

Answer choice 'B' is actually the 5th Principle contained in The Agile Manifesto. The other three answer choices are principles contained in the Declaration of Interdependence.

Question 19: Which of the following uses an automated test case defining the desired improvement or function, minimally written code to pass the test, and then refactoring to meet standards?

- A.) Kanban
- B.) Crystal
- C.) Test Driven Development
- D.) Scrum

Correct answer is **C**

Reference: http://en.wikipedia.org/wiki/Test-driven_development

Test Driven Development uses an automated test case defining the desired improvement or function, minimally written code to pass the test, and then refactoring to meet standards? It is also important to not that TDD is considered an Agile Tool and not an Agile method.

Question 20: A team member is getting very angry and frustrated. She recognizes that she is getting 'worked up'. Not wanting to affect the rest of team, she steps outside for a quick walk to calm herself down. Which skill is she displaying?

- A.) Emotional Intelligence
- B.) Anger Intelligence
- C.) Team building

D.) Deflection

Correct answer is **A**

Reference: Emotional Intelligence, by Daniel Goleman.

Emotional intelligence comes in many forms. One form is an interpersonal skill of understanding one's own emotions.

Question 21: Mia's team is executing their Agile project using Kanban Boards. The team agrees to limit the number of tasks placed in the To Do column at any one time. According to Kanban best practices, what is the maximum recommended number of tasks that should be in the To Do column at any one time?

A.) 2

B.) 3

C.) 4

D.) 5

Correct answer is **A**

Reference: Kanban: Successful Evolutionary Change for Your Technology Business, by David J. Anderson.

Kanban tries to limit the Work in Process to a maximum of 2 to help increase team focus and iteration throughput.

Question 22: What is meant by the "Definition of Done"?

A.) A list of criteria that must be met before a product increment or user story is considered done by the Agile project team.

B.) An agreement between the Product Owner and the Scrum Master on when the Sprint is done.

C.) A list of user stories that must be completed to consider the Sprint Burndown to be done.

D.) A list of requests or user stories that must be completed to consider the Sprint Backlog Done.

Correct answer is **A**

Reference: Agile Project Management for Dummies, by Mark Layton

The 'Definition of Done' is list of criteria that must be met before a product increment or user story is considered done by the Agile project team during any specific iteration.

Question 23: When can Planning Poker be played?

A.) Only during Agile project team-building events.

B.) At any time, but particularly when the Product Roadmap is being developed.

C.) When the sprint is completed.

D.) At any point when a majority of the team is not present in the office.

Correct answer is **B**

Reference: <http://www.planningpoker.com/>

Planning Poker is used for estimating. Any time you need to perform estimating activities on your Agile projects, you can use Planning Poker as an estimation tool.

Question 24: Which of the following sets of activities are included in a Sprint?

A.) Feature Road Mapping, Development Time, Product Release and Project Kickoff Meeting.

B.) Sprint Planning Meeting, Daily Scrum Meetings, Development Time and Sprint Review Meeting.

C.) Project Kickoff Meeting, Weekly Scrum Meetings, Downtime and Story Time

D.) Spring Backlog Review, Story Time, Multi-Tasking and Sprint Retrospective

Correct answer is **B**

Reference: Agile Project Management for Dummies, by Mark Layton
Some of the typical activities that occur during a sprint in Scrum include Sprint Planning Meetings, Daily Scrum Meetings, Development Time and Sprint Review Meetings.

Question 25: What roles are typical include in a typical Scrum Team?

- A.) Project Manager, Project Owner, Project Sponsor, Scrum Master.
- B.) Scrum Master, Scrum Team, Scrum Manager.
- C.) Product Owner, Scrum Master, Development Team.
- D.) Scrum Master, Scrum Mentor, Business Team, Development Team.

Correct answer is **C**

Reference: Essential Scrum: A Practical Guide to the Most Popular Agile Process, by Kenneth Rubin.

Scrum teams are comprised of a Product Owner, Scrum Master, and Development Team members.

Question 26: Which is of the following is not considered a basic characteristic of an effective Information Radiator on an Agile project?

- A.) Easy to understand
- B.) Static
- C.) Radiates Agile project information
- D.) Kept up to date

Correct answer is **B**

Reference: <http://www.atlassian.com/wallboards/information-radiators.jsp>

The idea behind information radiators is to present information quickly, clearly and in real time in a location that is visible to anyone interested in an Agile project.

Question 27: Kai is explaining the issues to Kristi that are blocking his ability to complete work on an Agile project. Kristi's body language is showing interest and engagement with Kai's explanations. She is also paraphrasing back some of his points. What technique is Kristi demonstrating?

- A.) Active Listening
- B.) Observation
- C.) Directive Listening
- D.) Leadership

Correct answer is **A**

Reference: <http://www.mindtools.com/CommSkill/ActiveListening.htm>

Active Listening is a skill that better connects the speaker and listener in a conversation. One part of this technique is to paraphrase back to the sender the information that has been received by the receiver.

Question 28: Which of the following is not a characteristic of Servant Leadership?

- A.) Assertiveness
- B.) Empathy
- C.) Persuasion
- D.) Stewardship

Correct answer is **A**

Reference: Agile Project Management for Dummies, by Mark Layton

Servant Leadership is about understanding the needs of your team and doing what you can to support them, and includes Empathy, Persuasion and Stewardship. Assertiveness towards the team would be counterintuitive and is not considered a characteristic of Servant Leadership.

Question 29: According to Agile best practices, how often should working software be delivered?

- A.) Every other day.
- B.) Every couple of weeks to couple of months.
- C.) Every few months.
- D.) Whenever it is 'shippable'.

Correct answer is **B**

Reference: Agile Manifesto

Ideally the frequency of software delivery should be in the range of every couple of weeks to every couple of months.

Question 30: When planning a sprint, the team is determining the tasks necessary to develop each user story. Andy wants the tasks to be decomposed down to the level where they can be estimated in minutes. Betty wants them decomposed down to the level where they can be estimated in days. Charlie wants tasks equal to the size of the Sprint. Whose suggestion is best suited for Sprint Planning?

- A.) Andy's suggestion.
- B.) Betty's suggestion.
- C.) Charlie's suggestion.
- D.) None of their suggestions are suitable because tasks and user stories are the same.

Correct answer is **B**

Reference: Lean Software Development: An Agile Toolkit, by Mary and Tom Poppendieck
Betty wants them decomposed down to the level where they can be estimated in days, which in this scenario is the most efficient level of estimation.

Question 31: When planning a release, what is the best strategy?

- A.) Establishing the next set of Minimal Marketable Features and identifying a launch date around which the team can mobilize.
- B.) Establishing a road map of everything the product's customers may want and when they want it.
- C.) Selecting a date the team can confidently meet the customers requirements' expectations.
- D.) Selecting a date the Product Owner selects as the final product deliverable date.

Correct answer is **A**

Reference: Agile Project Management for Dummies, by Mark Layton

Planning releases involves establishing the next set of Minimal Marketable Features and identifying a launch date around which the team can mobilize.

Question 32: According to the Agile Manifesto, changes on an Agile project are:

- A.) Encouraged
- B.) Mandatory
- C.) Optional
- D.) Discouraged

Correct answer is **A**

Reference: Agile Manifesto

Changes are bound to occur on an Agile project and are even encouraged when implementing Agile Project Management.

Question 33: An Agile project team completed 10 story points in Sprint 1, 15 story points in Sprint 2 and 14 story points in Sprint 3. If the team is using average velocity to estimate how many story points they will complete in Sprint 4, what would be their estimate?

- A.) 10
- B.) 13
- C.) 14
- D.) 15

Correct answer is **B**

Reference: Essential Scrum: A Practical Guide to the Most Popular Agile Process, by Kenneth Rubin

Velocity is calculated by taking the average of previous sprints. In this case, $(10+14+15)/3 = 13$

Question 34: Which of the following is not considered one of the seven software wastes, according to Lean Software Development?

- A.) Task Switching
- B.) Emotion
- C.) Extra Features
- D.) Defects

Correct answer is **C**

Reference: Lean Software Development: An Agile Toolkit, by Mary and Tom Poppendieck
Task Switching, Extra Features and Defects, as well as Motion are considered software wastes, according to Lean Software Development. Emotion is not considered a software waste.

Question 35: What does TDD stand for?

- A.) Test-Driven Development
- B.) Timing Design and Development
- C.) Time Defined Development
- D.) Templated Design Development

Correct answer is **A**

Reference: ATDD by Example: A Practical Guide to Acceptance Test-Driven Development, by Markus Gartner

TDD stands for Test-Driven Development, which is a tool used by certain Agile Teams, especially when implementing Extreme Programming.

Question 36: Which of the following is not one of the five basic activities used in Extreme Programming (XP)?

- A.) Coding
- B.) Communicating
- C.) Implementing
- D.) Designing

Correct answer is **D**

Reference: Effective Project Management: Traditional, Agile, Extreme, by Robert Wysocki
The five basic activities used in Extreme Programming (XP) are Coding, Testing, Listening to Customer Needs, Designing for Simplicity and Communicating: System Requirements from Customers. Implementing is not a basic activity used in XP.

Question 37: Your Agile team is identifying various stakeholders for a back end database interface project. Which of the following would least likely to be considered a stakeholder in this case?

- A.) The Product Owner
- B.) The end users of the software
- C.) The Agile Project Team members
- D.) A reporter for a technology magazine writing an article concerning database development.

Correct answer is **D**

Reference: Effective Project Management: Traditional, Agile, Extreme, by Robert Wysocki.
Stakeholders are anyone within the project that hold an interest or influence in its outcome or results. In this scenario, the report would not be considered a stakeholder in the project.

Question 38: During a Sprint Planning meeting, the Product Owner and the Development Team are setting a Sprint Goal and reviewing the Product Backlog. What else should they be doing?

- A.) Removing any unnecessary team members from the meeting so they can concentrate on more productive work.
- B.) Determining what the team can accomplish within the sprint.
- C.) Asking for the status of past sprints.
- D.) Determining which Product Backlog to use for this sprint.

Correct answer is **B**

Reference: Essential Scrum: A Practical Guide to the Most Popular Agile Process, by Kenneth Rubin

The purpose of a Sprint Planning meeting is to set the Sprint Goal, review the user stories in the Product Backlog, and determine what amount of the work the team can get during this sprint.

Question 39: Your sprint is 3 week in length. Ideally, how long should your Sprint Planning meeting last?

- A.) 30 minutes or less
- B.) 1 hour +/- 10 minutes
- C.) 6 hours or less
- D.) As many days as is needed

Correct answer is **C**

Reference: Essential Scrum: A Practical Guide to the Most Popular Agile Process, by Kenneth Rubin

Planning meeting lengths are relative to the length of the sprint. Based on a 3 week sprint, the planning meeting should be a maximum of 6 hours.

Question 40: It is late in the development on your current Agile project and a request for change is introduced by your customer. What is your best response to this change request?

- A.) Review the change request and place it in the Product Backlog according to the customer's priority.
- B.) Deny any change requests this late in development.
- C.) Consider the request only if it comes from the Project Manager.
- D.) Immediately implement the change request in the current development cycle.

Correct answer is **A**

Reference: Agile Manifesto

Changes are bound to happen and even embraced on an Agile project even if that request for change comes late in the development cycle. However, they will not be implemented during the current development cycle.

Question 41: Which of the following is a Lean technique?

- A.) Value Stream Mapping
- B.) Lane Swimming
- C.) Fat Trimming
- D.) Pair Programming

Correct answer is **A**

Reference: Mapping the Total Value Stream: A Comprehensive Guide for Production and Transactional Processes , by Mark R. Nash and Sheila A. Poling.

Value Stream Mapping is the only Lean technique listed, and is used to analyze the flow of materials and information required to deliver a product or service.

Question 42: Your organization is seeking to hire a Scrum Master. A candidate claims to be certified as a PMI-ACP. Upon checking on the list of PMI-ACPs on the www.pmi.org web site you do not find her listed. What is your best response?

- A.) Assume the web site has not been updated and consider checking back later.
- B.) Ask the candidate to clear the error before continuing Scrum Master position application process at your organization.
- C.) Immediately Inform PMI of the discrepancy.
- D.) Blacklist the candidate from any position within your organization.

Correct answer is **C**

Reference: PMI Code of Ethics and Professional Conduct

PMI does not want individuals claiming certifications when they have not rightfully earned them

Question 43: A user story or task aimed at answering a question or gathering information, rather than producing shippable product, is commonly known as which of the following?

- A.) A Stop
- B.) A Sponge
- C.) A Spike
- D.) A Punch

Correct answer is **C**

Reference: <http://blog.agilebuddy.com/2009/11/what-is-a-spike-in-scrum.html>

A Spike is a strategy to get greater clarification and understanding on an issue that surfaces on an Agile project that may not contribute directly to the development of the product.

Question 44: According to the Agile Manifesto, along with Continuous Attention to Technical Excellence, what else enhances agility?

- A.) Intervention
- B.) Good Design
- C.) Satisfaction
- D.) Leadership

Correct answer is **B**

Reference: Agile Manifesto

Agile Manifesto Principle # 9 states "Continuous attention to technical excellence and good design enhances Agility."

Question 45: Pair Programming is a core principle of which of the following Agile methods?

- A.) XP

- B.) Scrum
- C.) PMP
- D.) Kanban

Correct answer is **A**

Reference: Scrum and XP from the Trenches, by Henrik Kniberg
Pair Programming is a core principle of the Extreme Programming (XP) method.

Question 46: Which of the following is not one of the processes used in the Adaptive Software Development (ASD) method? and who are those responsible for doing the work. What is the best tool for them to use?

- A.) Collaborate
- B.) Learn
- C.) Revise
- D.) Speculate

Correct answer is **C**

Reference: Adaptive Software Development - A Collaborative Approach, by Jim Highsmith.
Speculate, Collaborate and Learn are the three processes used in the Adaptive Software Development method. Revise is actually a stage used in the Spiral Life Cycle.

Question 47: Decomposition is a technique used in Agile to break down requirements from a very high level to a very low level. Which of the following is the correct sequence in terms of decomposition moving from high-level and very broad requirement details to low-level and very specific requirement details?

- A.) Epic, Story, Theme
- B.) Story, Theme, Epic
- C.) Theme, Story, Epic
- D.) Theme, Epic, Story

Correct answer is **D**

Reference: Agile Project Management for Dummies, by Mark Layton
Themes represent the 'Release' level requirements on an Agile Project. Epics are high-level user stories that must eventually be broken down into user stories, where specific tasks, hourly estimates for these tasks and resources can be assigned.

Question 48: What is Agile Cycle Time?

- A.) The time it takes to return to a point in a process flow.
- B.) The time between initiation of a user story and its final delivery to the customer.
- C.) The time between two successive product deliveries.
- D.) The time it takes to complete the Agile Planning Cycle.

Correct answer is **C**

Reference: Agile Project Management for Dummies, by Mark Layton
Agile Cycle Time is defined as The time between initiation of a user story and its final delivery to the customer.

Question 49: When estimating stories using T-Shirt sizes, the sizes can be equated to story points based on the Fibonacci Sequence. If a Medium is assigned a value of 3 and Large is assigned a value of 5, what value should be assigned to an Extra Large?

- A.) 1
- B.) 6

- C.) 8
- D.) 10

Correct answer is **C**

Reference: http://en.wikipedia.org/wiki/Fibonacci_number

The Fibonacci Sequence is an algorithm used for estimating where the next number in the sequence is derived by adding together the two previous numbers in the sequence. In this example, $3 + 5 = 8$, so Extra Large should be assigned a value of 8.

Question 50: Using the INVEST approach to decomposing user stories, if the other letters stand for Independent, Negotiable, Valuable, Estimable, and Small, what does "T" stand for?

- A.) T-Shirt Sized
- B.) Tasked
- C.) Testable
- D.) Timed

Correct answer is **C**

Reference: <http://www.agilesoftwaredevelopment.com/blog/vaibhav/good-user-story-invest>

"T" stands for testable. An effectively written user story always includes acceptance criteria to indicate when it is complete.

Topic Index

Are you looking to brush up on a specific topic? Then use the topic index to quickly identify the lesson(s) in which that topic is discussed.

Please note that Module 14 is a review of the complete PMI-ACP® Examination Content Outline. This means that lessons L14.00 - L14.07 touch upon pretty much all topics. So we decided to leave Module 14 out of this index, because it made it unreadable with so many L14.xx showing up for every single topic. Simply be aware that you will likely find your topic also in the lessons of Module 14.

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Errata

Erratum (plurals: errata) comes from Latin *errata corrige* and refer to the correction of a publication. This is the section where we list any errors that we are aware of and their corrections.

Lesson	Time	Correction
L02.01.1	28:19	We planted a little “Easter Egg” on the Scrum Overview Diagram for you. Can you spot it? It’s a typo. You will see it every time that we use this diagram, so you can smile for a moment.

There are no other known errata for The Agile PrepCast. (Lucky us!)