Agile Project Management Fundamentals (APMF) ™
Course of Study

The Agile Project Management Fundamentals (APMF) ™ certification, designed exclusively for the Management and Strategy Institute, will provide you with the skills necessary to function within an agile project management team. This Agile Project Management Certification will test your understanding of Agile Project Management fundamentals, the Scrum framework, and standard project management principles. This innovative certification is designed for professionals who are looking to work as a project manager in the IT or software industry. Agile and Scrum are being used in innovative industries like software development, healthcare and government. Beyond Agile & Scrum, this program also covers MSI's Project Management program. This means you'll gain knowledge in Agile, Scrum, and standard Project Management best practices. This helps ensure your certification works across multiple industries, in many different job roles.

The goal of the Management and Strategy Institute is to test your understanding of the key competencies required to function in the role of a project manager or team member. The APMF exam is a timed, online exam issued at the completion of the study material. It has a required passing score of 70%. There are approximately 65 questions.

Competencies

This program covers the following competencies:

What is Agile

- Learn about agile project management
    - Learning Outcome: The student will be able to define agile project management.

Agile Manifesto

- The Agile Manifesto, also called the Manifesto for Agile Software Development, is a formal proclamation of 4 key values and 12 principles.
    - Learning Outcome: The student will be able to define the agile manifesto, the 4 key values and the 12 principles.

Scrum Framework

- Scrum is an agile method designed to add energy, focus, clarity, and transparency to project planning and implementation.
  - Learning Outcome: The student will be able to define scrum and the key elements of it.

Scrum Team

- The Scrum Team consists of a Product Owner, the Development Team, and a Scrum Master.
  - Learning Outcome: The student will be able to define the scrum team and the roles of the product owner, development team, and scrum master. Student will also have an understanding of the Scrum Masters role as a servant leader.

Scrum Process / Sprints

- What is a Sprint and how is it used an Agile management
  - Learning Outcome: The student will be able to define a Scrum Sprint, it's length and properties. Student will have an understanding of Product Backlog, Sprint Backlog, Daily Scrum, Shippable Increment, Burndown Velocity.

    --- --- Standard Project Management principles start here --- ---

What is a Project

- Before you learn the process of managing a project, you must first learn to define it.
  - Learning Outcome: The student will be able to define a project and the characteristics that define it.

How Projects Fail

- Every day there are projects that fail. You will review some of the reasons why this happens and the causes of these failures.
  - Learning Outcome: The student will understand the reasons behind project failure.

The Stages of Managing a Project

- There are Five Process Groups within a project. Initiating, Planning, Executing, Monitor/Controlling, and closing. At this point in the training you will be given a brief overview of each stage and the importance it plays within a project.
  - Learning Outcome: The student will be introduced to the five stages of project management and will be able to define each stage.

Key Components of Managing a Project

- Under the 5 phases of project management, there are several key components the project manager should understand.
  - <u>Learning Outcome</u>: The student will understand basic project management processes and organizational influences.

Relationships of Portfolios, Programs, and Projects

- Portfolio, program, and project management are all process management functions that help the organization move forward strategically.
  - <u>Learning Outcome</u>: The relationships of portfolios, programs, and projects with project management, operations management, and organizational strategy.

Roles of the Project Manager

- The project manager is the individual assigned by the organization to lead the project team and achieve the project objectives.
  - <u>Learning Outcome</u>: The student can define a project manager and the roles that a project manager will play on team.

Organizational Influences and the Project Life Cycle

- There are several organizational influences which affect how projects are managed and how they are approached within the organization.
  - <u>Learning Outcome</u>: By the end of this session, you will be able to explain cultural styles, environmental factors, and communications

Project Management Processes

- Project management process interactions are discrete elements with defined interfaces. The processes are guides for applying project management knowledge and are iterative in nature, meaning that they are repeated throughout the project. The project management process groups have a high level of interaction with each other and have clear dependencies. It is important to remember that these are process groups and not project life cycle phases.
  - <u>Learning Outcome</u>: By the end of this session, you will be able to explain project Initiation, Planning, Execution, Monitoring, and Closing.

Project Integration Management

- Project integration management includes activities which are used to define, unify, or simplify processes through coordination and integration.
  - <u>Learning Outcome</u>: Develop the project management plan, direct and monitor work, and perform change control

Meetings

- Meetings are an integral part of monitoring duties of a project manager, and it's your primary tool to understand the status of the project and respond accordingly.
    - Learning Outcome: Student will understand the role of meetings within project management. This includes kickoff meetings & meeting efficiency.

Project Scope Management

- Planning scope management is the process of documenting how the scope of a project will be managed to prevent scope creep. It involves validation of the scope and implementing controls to prevent creep.
    - Learning Outcome: By the end of this session, you will be able to plan scope management, collect requirements, define the scope, and create the work breakdown structure.

Project Time management

- Planning schedule management involves the project manager coordinating the establishment of policies and procedures for controlling, managing, and executing the project schedule.
    - Learning Outcome: By the end of this session, you will be able to plan a schedule, define activities, and estimate needed resources and activity durations.

Milestones

- How do you develop milestones? This section of training will discuss creating milestones for the project.
    - Learning Outcome: Student will understand how to develop milestones for a project.

Mind Mapping

- A visual tool that helps you and your team to be creative. With this tool, you can draw up details on the project. Down to who is going to do what and when, all placed on the mind map.
    - Learning Outcome: Student will understand the visual tool of mind-mapping and when it is used.

Work Breakdown Structure

- Work Breakdown Structure (WBS) is a fundamental management modelling tool that is used to organize various tasks required to complete a project.
    - Learning Outcome: Student will understand how to convert their Mind-map into a Work Breakdown Structure.

Project Cost Management

- Cost management allows the project manager to develop processes with policies and procedures for controlling, managing, and expending project costs.
  - Learning Outcome: By the end of this session, you will be able to plan cost management, estimate costs, develop a budget, and control costs.

Project Quality Management

- Project quality management is the management of processes through policy development to support quality management systems.
  - Learning Outcome: By the end of this session, you will be able to plan quality management and perform quality assurance.

Project Human Resource Management

- Planning human resource management includes developing project roles and responsibilities for human capital, ensuring that the necessary skills required by the project are in place.
  - Learning Outcome: By the end of this session, you will be able to plan human resource management, acquire a project team, develop a project team, manage a project team.

Communication

- Communications management involves determining the best approach for communicating stakeholder needs. A project communication plan is the written strategy for getting the right information to the right project stakeholders at the right time. This section will also look at how to communicate effectively.
  - Learning Outcome: Student will have a strategy of how to disseminate information. You will be able to plan communications management and manage communications within a project team.

Issue Management

- During the course of a project, you may need to deal with many issues. As a project manager, you need to be on top and in control of all the events and change requests.
  - Learning Outcome: Student will understand how to manage issues that arise during the project.

Risk Management

- Planning risk management involves the planning process for an organization to conduct risk management activities. The risk management plan is key to planning risk management for the project. The risk management process must be supported by the stakeholders.
    - Learning Outcome: By the end of this session, you will be able to plan risk management, identify risks, perform a risk analysis and develop risk response plans.

Procurement & Stakeholder Management

- Plan procurement management involves managing agreements and contracts used in the procurement process and is the process of documenting the project procurement decisions.

- Identifying stakeholders is the process of identifying the individuals, groups, or organizations impacted by a project. Identifying stakeholders allows the project manager to determine the focus to apply to individual stakeholders or groups.

    - Learning Outcome: By the end of this session, you will be able to plan procurement management, conduct procurements, control procurements and close procurements. Student will also be able to identify stakeholders, plan stakeholder management and manage stakeholder engagement.

Managing a Project

- Each individual knowledge area may involve steps of planning, managing, and controlling. Projects are temporary endeavors to create unique products or services. Project management is the application of knowledge, skills, and tools to meet project requirements.
    - Learning Outcome: Student will be able to manage the steps of a successful project including identifying requirements, addressing customer needs, stakeholder communication and balancing competing constraints such as schedule, resources and risk.

Learning Resources

Recommended:

Material included with your purchase is recommended reading.

- Free online training material provided by MSI. The material includes everything you will need to learn to pass the exam. This material is included for free with the purchase of your exam. It is in digital form, and available immediately after payment.

Optional:

This material is <u>not</u> required, however it will assist you in becoming APMF Certified.

- Marcus Ries, Diana Summers (Nov 3, 2016), Agile Project Management: A Complete Beginner's Guide To Agile Project Management, ISBN-13: 978-1539877301
- Henry O'Brien (Sept 23rd 2015), Agile Project Management: A Quick Start Beginner's Guide To Mastering Agile Project Management, ISBN-13: 978-1517481858
- Pearson; 4th edition (March 26, 2015), Project Management: Achieving Competitive Advantage, ISBN-13: 978-0133798074

Preparing for Success

In order to successfully complete the APMF exam, you will need to make sure you have the appropriate resources to support your learning.

- A quiet location, free from distraction.
- Internet access.
- Current (newest) version of Internet Explorer, Firefox, or Chrome browser.
- Take study notes while going through the training.
- When you are ready to take the exam, you should allot 2-hours of time.

Frequently Asked Questions

<u>What happens if I fail the exam?</u>

- You are given two additional attempts to pass the exam at no additional cost.