



*The world's leading
guidance and certification for
Agile Project Management*



AgilePM®

Agile Project Management
Handbook v2



APMG International™
AgilePM®

The world's leading guidance and certification for agile project management. Achieves an ideal balance between the standards, rigour and visibility required for good project management, and the fast-pace, change and empowerment provided by agile.

Approved training courses available globally via APMG's network of accredited training organizations (ATOs).

Foundation and Practitioner level certification available.

Agile Project Management (AgilePM®)



AgilePM Handbook

Official guidance

Published by
Agile Business Consortium



Approved Training

via Accredited Training
Organizations (ATOs)

Accredited by APMG to
offer approved training services



Certification

Foundation + Practitioner

Syllabus & exams
developed by APMG



Agile Business Consortium

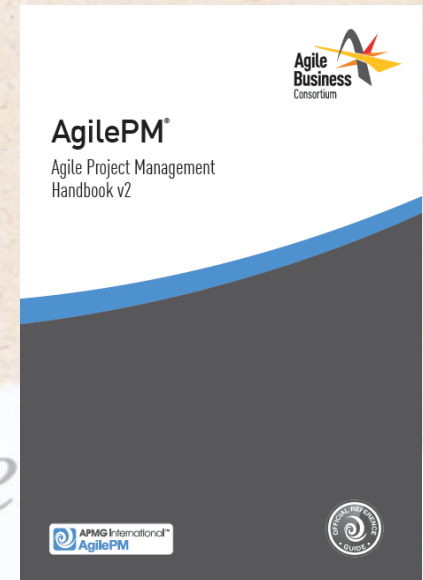
Developed in partnership with the Agile Business Consortium – the leading not-for-profit professional body for promoting and enabling business agility worldwide.

www.agilebusiness.org

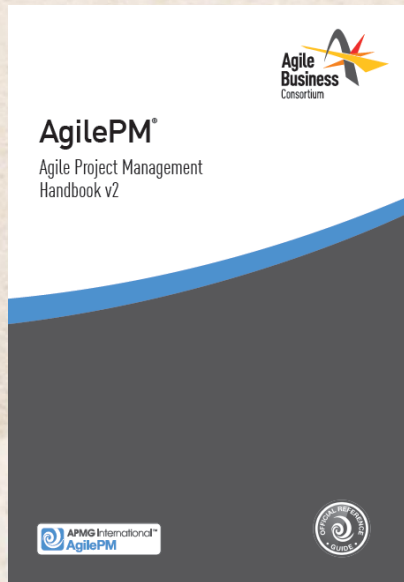
The Agile Business Consortium created the AgilePM Handbook and partners with APMG to develop the supporting accredited training and certification program.

The AgilePM Handbook

- Offers a practical and repeatable methodology that achieves an ideal balance between the standards, rigour and visibility required for good project management, and the fast-pace, change and empowerment provided by Agile.
- Based on the Agile Business Consortium's Agile Project Framework (established for over 20 years).
- Offers a structured and scalable corporate Agile framework based on proven practice.



The AgilePM Handbook



Brings together all elements of a project in an Agile context:

- **Principles** (the behaviours);
- **People** (roles and responsibilities);
- **Process** (the life cycle);
- **Products** (what is produced and when);
- **Practices** (timeboxing, modelling, iterative development, prioritization and facilitated workshops).

A **complete framework** for successful Agile projects.

Handbook structure

Section 1

The Agile Project Foundations

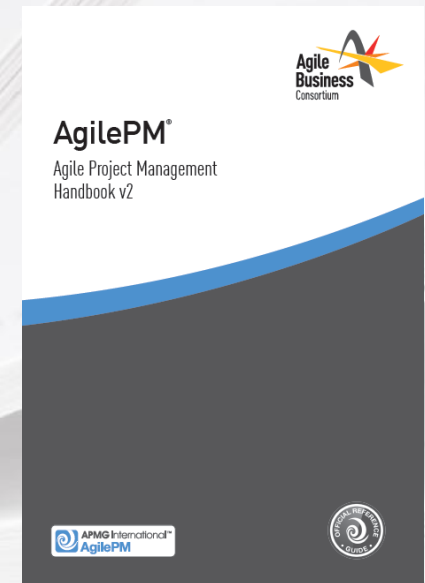
Describes the foundation-level information in the Agile Project Framework. Provides the basis for Foundation training & certification.

Section 2

The Agile Project Manager Perspective – Digging Deeper

Goes deeper into a number of topics introduced in Section One and additional topics, from the viewpoint of the Agile Project Manager.

Appendices: Glossary and full index provided, along with detail of the Project Approach Questionnaire and guidance on Estimating using Planning Poker and Velocity.



Agile Business Consortium

8 PRINCIPLES for effective agile project delivery



FOCUS ON THE
BUSINESS NEED



COLLABORATE



BUILD INCREMENTALLY
FROM FIRM FOUNDATIONS



COMMUNICATE
CONTINUOUSLY AND
CLEARLY



DELIVER ON TIME



NEVER COMPROMISE
QUALITY



DEVELOP
ITERATIVELY



DEMONSTRATE
CONTROL

Why AgilePM?

1

A tried & tested corporate approach:

- Based on the Agile Business Consortium's Agile Project Framework (established for over 20 years).
- Provides governance & rigour along with the agility & flexibility demanded by organizations today.
- Adopted by a wide range of organizations representing various sectors & industries.

2

Addresses the full project lifecycle (beyond product development):

- Informality of many agile approaches is daunting and sometimes perceived as too risky.
- AgilePM offers a mature approach offering agility & flexibility whilst retaining concepts of a project, project delivery & project management.

3

Clear roles & responsibilities:

- AgilePM assigns clear roles & responsibilities to each person in a project, representing the business, solution/technical, management and process interests.
- AgilePM advocates close collaboration, open communication & team empowerment to break down potential communication barriers.

Why AgilePM?

4

Quality, governance & risk management:

- AgilePM advocates high-level acceptance criteria at various stages throughout the project lifecycle to ensure solutions meet the business need & project objectives.
- AgilePM directly addresses common risks for projects, incorporating a Project Approach Questionnaire for understanding risks & their mitigation.
- One of the framework's underlying principles is Never Compromise Quality.

5

Popular agile practices incorporated to support effective solution development:

- MoSCoW Prioritisation
- Timeboxing
- Iterative Development

6

Integrates with existing processes:

- AgilePM was designed pragmatically to work alongside more formalized project management approaches such as PRINCE2®, and can be dovetailed into formalized quality processes such as ISO9001.



Training and certification

120,000 exams since 2011!



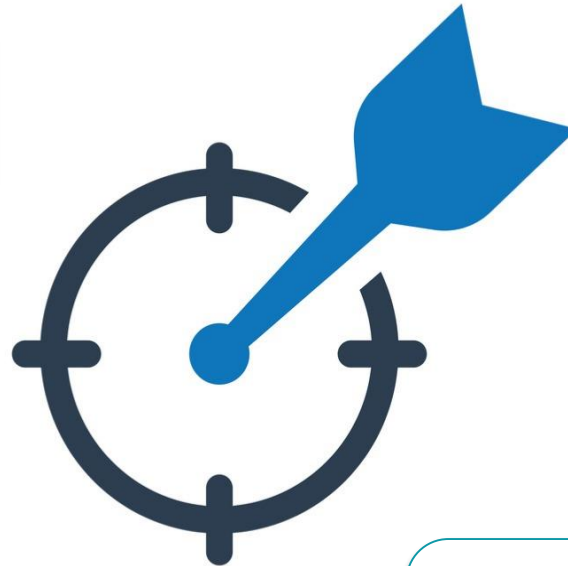
Target Audience

**Practicing and aspiring
project managers**
(junior / regular / senior)

Project Support
(e.g. team members,
developers)

Suitable for a wide
range of sectors
and industries

Particularly well suited to volatile
and innovative projects, where
scope is more likely to change (i.e.
software development)



Benefits for individuals

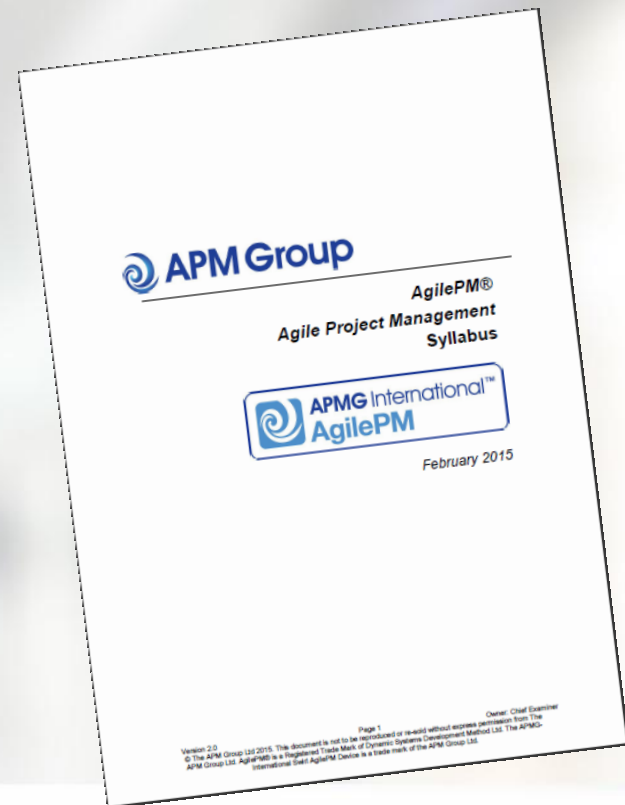
- ❑ Deliver quicker, cost-effective and low risk change by implementing a tried and tested approach to agile project management.
- ❑ Understand the background of agile in project management and the differences compared to traditional / alternative approaches.
- ❑ Equip yourself with the core principles, concepts and processes required for successful agile projects.
- ❑ Learn how to apply the DSDM approach to projects.
- ❑ Boost communication and stakeholder engagement skills; critical for successful projects.
- ❑ Clarify different management styles needed for successful agile projects compared to traditional projects and be able to tailor these to the situation.
- ❑ Embrace an evolutionary development approach for more effective solutions.
- ❑ Help organizations deliver effectively, at a lower cost and with lower risk, by continually validating project milestones against business objectives.
- ❑ Implement an Agile methodology into your daily activities.
- ❑ Become an informed member of a project team using DSDM and AgilePM practices.
- ❑ Enhance your CV and boost future employment prospects.
- ❑ Successful candidates get a year's free membership to the Agile Business Consortium.

Benefits for organizations

- ❑ Deliver change faster and more effectively by adopting a tried & tested approach to agile project management; underlying framework established and regularly refined for over 20 years.
- ❑ Offers a structured and scalable corporate Agile framework based on proven practice.
- ❑ Achieves an ideal balance between the standards, rigour and visibility required for good project management, and the fast-pace, change and empowerment provided by Agile.
- ❑ Covers the full project lifecycle, from initiation & foundations through to project close.
- ❑ Ensures clear roles & responsibilities are allocated to each person in a project, representing all key stakeholder groups.
- ❑ Built-in quality, governance and risk management controls to ensure ongoing viability of the project at various stages throughout the lifecycle.
- ❑ Incorporates and encourages a range of popular agile practices to support effective product and solution development.
- ❑ Incorporates a specific process for change management to ensure support for end users and other project stakeholders.
- ❑ Forster improved collaboration and communications between project teams and other stakeholders.
- ❑ Complements and works with existing corporate processes such as PRINCE2®, quality and audit processes.

AgilePM syllabus

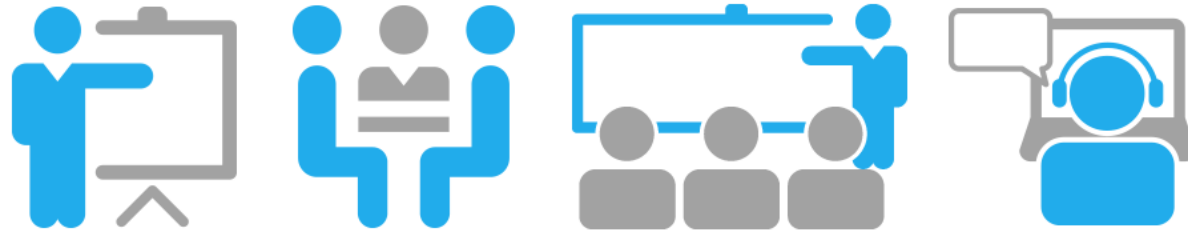
- Four key areas:-
 - Lifecycle and Products
 - People and Roles
 - Techniques
 - Planning and Control



AgilePM Exams

FOUNDATION	PRACTITIONER
Multiple-choice format	Objective-testing format
50 questions	4 questions (20 marks each)
50% pass mark (25/50)	50% pass mark (40/80)
40 minutes	2.5 hours
Closed-book	Open-book (Handbook permitted)
No pre-requisites	Foundation pass pre-requisite

Training



Train / certify to Foundation level only or Foundation+Practitioner

(RECOMMENDED)

Approved training courses available via APMG ATOs
(Accredited Training Organizations)

APMG accredited processes, courseware and trainers.
ATOs offer a range of course options, from traditional tutor-lead to fully online.

Self-study is also an option.

SUCCESSFUL CANDIDATES

#ShareYourSuccess

WITH A DIGITAL BADGE



Candidate feedback

“

“Excellent course that can easily be applied to projects. Very useful for Project Managers.”

“It was truly one of the most enjoyable courses / certifications I have completed. Our company is 'transforming' to Agile and this training has truly benefitted me and my career tremendously.”

“Excellent program and good tests. The certification allowed me to prove my skillset and to successfully apply for a new position.”

“... Our organisation has moved to embrace Agile over waterfall and the AgilePM course has given me the credibility to lead in this space.”

“A fresh way of approaching a successful project outcome. Love it. Very different from the traditional methodology, allowing a different approach to implementing the solution and providing the end user with earlier results.”

“I really learnt a lot - it was an eye-opener to see how projects can be run in an Agile manner. The content covered is very relevant and therefore valuable in my current environment.”

”

Candidate feedback

“

“Our company is gradually moving into Agile project management and the certification I received has given me a step ahead. I also found the certification to be industry and globally relevant.”

“... I typically work on complex projects with many moving parts - having a flexible, delivery oriented tool at my disposal means I can rapidly respond to client demands.”

“I have been trusted to further implement more processes and to fully manage large application projects. Speaking with management, they are really pleased with the processes I am enforcing and are seeing financial benefits because of it. Projects are being delivered on time and under budget.”

“Remarkable experience, I have been able to put everything I learnt into practice.”

“The AgilePM Foundation certificate has opened up a lot of opportunities for me in my career. Now I am able to set up an Agile project, assign roles and responsibilities, create prioritized lists of requirements, define increments and timeboxes, manage a solution development team, use Agile techniques and present the benefits of Agile approaches to senior management”

”

Candidate feedback

“

“... I have had a lot of thoughts and reflections after the AgilePM certification and in my organisation I bring new ideas and inspirations that I took from the training. People take my recommendations seriously.”

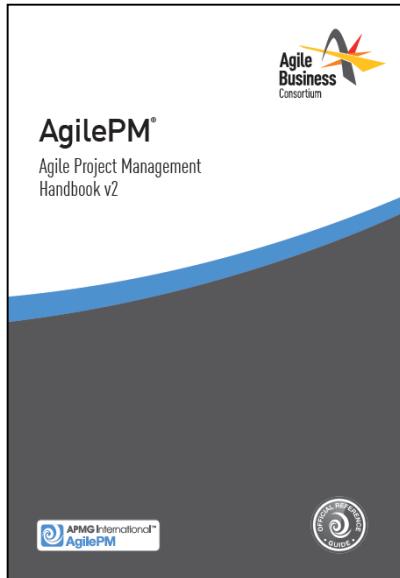
“...I have been able to apply the principles as part of my current BAU initiatives to fix pain points for customers. This has really added to the value of delivering initiatives consistently and using iterations has meant not having to go to full project mode.”

“The exam is very professionally designed. The questions are challenging. The study material is well made. The content is very comprehensive and addresses the needs of corporate level Agile project management. My knowledge in Agile methodology is very much enhanced.”

“It has allowed me to become a better software development manager who oversees multiple projects. It has helped me foster collaboration and empowering the individuals in my team and delivering solutions incrementally.”

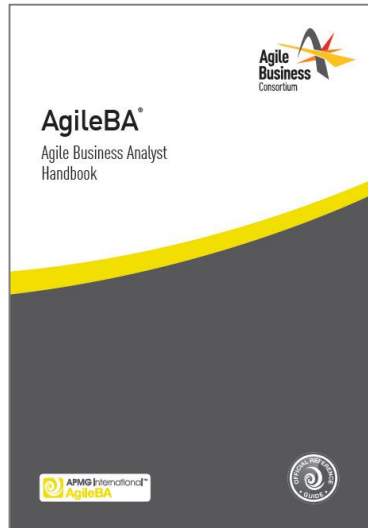
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Find out more....

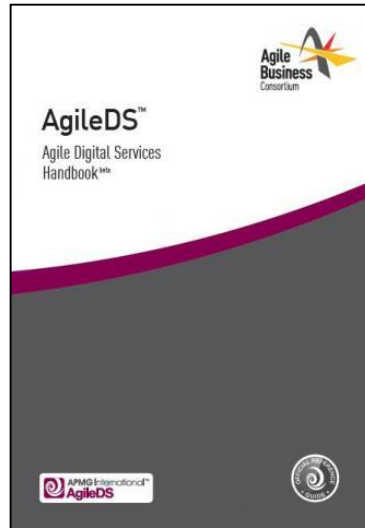


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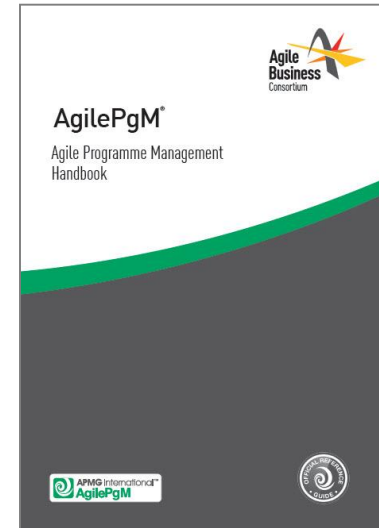
Also available...



www.apmg-international.com/AgileBA



www.apmg-international.com/AgileDS



www.apmg-international.com/AgilePgM