AgilePM®

Agile Project Management

Syllabus

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1 Purpose

The purpose of this document is to define the syllabus for the Agile Project Management Examinations.

2 Introduction

The Agile Project Management Handbook provides advice, supported by Hints and Tips based on the DSDM approach, on how to manage a project in an Agile way.

Agile Project Management qualifications are currently offered are at two levels: Foundation and Practitioner.

The primary purpose of the syllabus is to provide a basis for accreditation of people involved with Agile Project Management. It documents the learning outcomes related to the use of Agile Project Management and describes the requirements a candidate is expected to meet to demonstrate that these learning outcomes have been achieved at each qualification level.

The target audience for this document is:

- Examination Candidates
- Examination Board
- Examination Panel
- Accredited Training Organizations.

This syllabus informs the design of the exams and provides accredited training organizations with a more detailed breakdown of what the exams will assess. Details on the exam structure and content are documented in the Agile Project Management Foundation and Agile Project Management Practitioner Designs.

3 Foundation Qualification

3.1 Purpose of the Foundation Qualification

The Foundation-level qualification aims to measure whether the candidate has sufficient knowledge and understanding of the Agile Project Management Foundation guidance to be able to recognise and distinguish between the key elements of the approach. The Foundation qualification is also a pre-requisite for the Practitioner qualification.

3.2 Target Audience

This qualification is aimed at:

- Practising project managers
- Agile team members who wish to become Agile Project Managers.

3.3 High Level Performance Definition of a Successful Foundation Candidate

The candidate should understand the key principles and terminology within the Agile Management Foundation guidance. Specifically the candidate should understand:

- The underpinning philosophy and principles of Agile
- The lifecycle of an Agile project, including alternative configurations
- The products produced during an Agile project and their purpose
- The techniques used and their benefits and limitations
- The roles and responsibilities within an Agile project.

4 Practitioner Qualification

4.1 Purpose and Pre-requisites of the Practitioner Qualification

The Practitioner level qualification aims to measure whether the candidate has sufficient knowledge and understanding of the Agile Project Management guidance to apply and tailor it to a given scenario situation. The scenario is designed to allow the candidate to demonstrate they possess the competence to begin working as an Agile Project Manager on a non-complex project.

Pre-requisites:

• Agile Project Management Foundation certificate
or
• DSDM Foundation certificate
or
• DSDM Advanced Practitioner certificate.

4.2 Target Audience

This qualification is aimed at:

- Practising project managers
- Agile team members who wish to become Agile Project Managers.

4.3 High Level Performance Definition of a Successful Practitioner Candidate

The candidate should be able to:

- Apply the underpinning philosophy and principles of DSDM in a project situation
- Appropriately configure the lifecycle of an Agile project to a given scenario
- Produce and evaluate the content of Agile products produced during an Agile project in a given scenario
- Apply the following Agile techniques in a project situation: Facilitated Workshops; MoSCoW prioritisation; Iterative Development; Modelling; Timeboxing
- Identify the Agile techniques to be used for a given situation within a scenario
- Understand the roles and responsibilities within an Agile project and correctly determine the appropriate personnel to fulfil these roles within a given scenario
- Understand the mechanisms for control of an Agile Project which are specific to an Agile project
- Understand in outline how to test, estimate and measure progress in an Agile project
- Describe the Agile approach to managing requirements and identify action to rectify problems with requirements within an Agile project from a given scenario.

5 Learning Outcomes Assessment Model

A classification widely used when designing assessments for certification and education is the Bloom's Taxonomy of Educational Objectives. This classifies learning objectives into six ascending learning levels, each defining a higher degree of competencies and skills. (Bloom et al, 1956, Taxonomy of Educational Objectives).

APMG have adapted this into a four-step variation of the Bloom's model – The APMG Learning Outcomes Assessment Model which defines the standard for each qualification's Learning Outcome Assessment Model. The Model is used as a basis for classifying learning outcomes when developing exam qualification schemes and syllabi.

This structured approach helps to ensure that:

- There is a clear delineation in learning level content between different qualification levels
- Learning outcomes are documented consistently across different manual areas
- Exam questions and papers are pitched consistently and appropriately for each of the learning levels.

5.1 Agile Project Management Learning Outcome Assessment Model

For Agile Project Management the four levels of learning outcomes are shown below. These learning outcomes are independent of the method used to assess whether a qualification level has been achieved.

AGILE PROJECT MANAGEMENT Learning Outcomes Assessment Model				
	1. Knowledge	**2. Comprehension**	**3. Application**	**4. Analysis**
Generic Definition from APMG Learning Outcomes Assessment Model	Know key facts, terms and concepts from the manual/guidance	Understand key concepts from the manual/guidance	Be able to apply key concepts relating to the syllabus area for a given scenario	Be able to identify, analyse and distinguish between appropriate and inappropriate use of the method/guidance
Qualification Learning Outcome Assessment Model	Know key facts, including terms, concepts, principles, life cycle phases and components, products, techniques, roles and responsibilities from the handbook	Understand the concepts, principles, lifecycle, products, roles and responsibilities, core techniques and project management controls and explain how these are applied to manage an Agile project effectively	Be able to: (i) Use the Agile approach to project management (ii) Use appropriate information and techniques to identify and implement the correct variant of the lifecycle (iii) Select and describe the application of the appropriate Agile core techniques (iv) Define an appropriate Agile project and solution development team for a given scenario	Be able to identify, analyse and distinguish between appropriate and inappropriate use of the framework/guidance given in the Agile Project Management Handbook for a given scenario situation

6 Syllabus Presentation

For each of the above learning levels, the syllabus defines the individual learning outcomes required for the qualification. Each learning outcome is then supported by a description of the requirements that a candidate is expected to meet to demonstrate that the learning outcome has been achieved at the qualification level indicated. These are shown as syllabus topics.

All Foundation level requirements are assumed to have been met for Practitioner level and are not directly assessed again, although Foundation level knowledge and understanding will be used when demonstrating Practitioner application and analysis learning outcomes.
Each of the syllabus areas is presented in a similar format as follows:

1.	Syllabus Area	Unit of learning – e.g. a chapter of the manual/guidance document.
2.	Learning Outcome (topic header shown in bold)	A statement of what a candidate will be expected to know, understand or do.
3.	Level	Classification of the learning outcome against the APMG Learning Outcomes Assessment Model.
4	Topic	Description of what is required of the candidate in order to demonstrate that a learning outcome has been achieved at the qualification level indicated.

7 Syllabus Areas

Syllabus Area Code	**Syllabus Area Title**
LP	Lifecycle and Products
PR	People and Roles
TE	Techniques
PC	Planning and Control

Notes
The examination at Practitioner level is an open-book examination in which the Agile Project Management handbook may be used. However, no additional notes or stapled pages may be taken into the exam.

Syllabus Area Code LP		Syllabus Area : *Agile Project Management Syllabus Area* (LP) Theme: *Lifecycle and Products*	Foundation	Practitioner	Primary Manual Reference
Level	Topic				
Know facts, terms and concepts relating to the syllabus area. Specifically to recall:					
01	01	What DSDM is and what the benefits of using DSDM are.	Y		1.1, 1.2, 2.6
01	02	The key elements of the Effective Solution Development Team Instrumental Success Factor.	Y		5.3
01	03	The key elements of the following Instrumental Success Factors: 1. Embracing the DSDM Approach 2. Business Engagement – Active and Ongoing 3. Iterative Development, Integrated Testing and Incremental Delivery 4. Transparency	Y		5.2, 5.4-6
01	04	The use of the Project Approach Questionnaire as a means of assessing the initial status of a project as an Instrumental Success Factor.	Y		5.7
01	05	The scope and use of the DSDM testing concepts.	Y		9.3
Understand how the LP theme is applied throughout the project lifecycle. Specifically to identify:					
02	01	How the Pre-Project phase in the process adds value.	Y		6.2 6
02	02	How the Feasibility phase in the process adds value.	Y		6.3
02	03	How the Foundations phase in the process adds value.	Y		6.4
02	04	How the Evolutionary Development phase in the process adds value.	Y		6.5
02	05	How the Deployment phase in the process adds value.	Y		6.6
02	06	How the Post-Project phase in the process adds value.	Y		6.7
02	07	The sequence of the phases and how DSDM can be configured for scalability and formality.	Y		6.1, 6.8-10
02	08	The purpose and use of the Business products from each lifecycle phase: 1. Terms of Reference 2. Business Case	Y		8.2.1 – 8.2.3, 8.2.14
02	09	The purpose and use of the Business products from each lifecycle phase: 1. Prioritised Requirements List 2. Benefits Assessment	Y		8.2.3, 8.2.14
02	10	The purpose and use of the Solution products from each lifecycle phase: 1. Solution Architecture Definition 2. Development Approach Definition 3. Evolving Solution	Y		8.2.4-5, 8.2.10

Syllabus Area Code		Syllabus Area : *Agile Project Management Syllabus Area* (LP) Theme: *Lifecycle and Products*	Foundation	Practitioner	Primary Manual Reference
LP					
02	11	The purpose use of the Management products from each lifecycle phase: 1. Delivery Plan 2. Management Approach Definition	Y		8.2.6-7
02	12	The purpose use of the Management products from each lifecycle phase: 1. Feasibility Assessment 2. Foundations Summary	Y		8.2.8-9
02	13	The purpose use of the Management products from each lifecycle phase: 1. Timebox Plan 2. Timebox Review Record 3. Project Review Report	Y		8.2.11-13
02	14	How the phases in the DSDM process help to build quality.	Y		9.6
Be able to apply and tailor the relevant aspects of the LP theme to a project scenario when configuring the lifecycle and completing elements of major products. Specifically to:					
03	01	Identify appropriate information for inclusion in the Agile products: 1. Terms of Reference 2. Business Case 3. Prioritised Requirements List 4. Solution Architecture Definition 5. Development Approach Definition 6. Delivery Plan 7. Management Approach Definition 8. Feasibility Assessment 9. Foundation Summary 10. Evolving Solution 11. Timebox Plan 12. Timebox Review Record 13. Project Review Report 14. Benefits Assessment		Y	16.1 16.17
03	02	Identify what the Project Manager needs to consider as the project progresses through the following phases: 1. Pre-Project Phase 2. Feasibility Phase 3. Foundations Phase 4. Evolutionary Development Phase 5. Deployment Phase 6. Post-Project Phase		Y	15.1 – 15.4
03	03	Be able to apply the Agile approach to Delivering Quality (including Testing) using the recommended activities and actions where appropriate.		Y	9.3, 9.6, 22.1- 22.4,

Syllabus Area Code LP		Syllabus Area : *Agile Project Management Syllabus Area* (LP) Theme: *Lifecycle and Products*	Foundation	Practitioner	Primary Manual Reference
03	04	Be able to tailor the recommended activities and actions where appropriate.		Y	24.1 – 24.3
Be able to identify, analyse and distinguish between appropriate and inappropriate application of the LP theme to a project scenario. Specifically to analyse, with reasons:					
04	01	Whether the products listed in 0301 above are fit for purpose, and whether the appropriate roles have been involved in their development and maintenance throughout the life of an Agile project.		Y	16.1 – 16.17
04	02	Whether the recommended actions have been undertaken appropriately in the phases, and whether the appropriate roles have been involved when carrying out the phases in 0302 above.		Y	15.1 – 15.4
04	03	Whether activities have been, or are scheduled to be, undertaken appropriately, and whether the appropriate roles have been involved in Delivering Quality (including Testing).		Y	9.3, 9.6, 22.1 – 22.4
04	04	Whether activities have been, or are scheduled to be, undertaken appropriately, and whether the appropriate roles have been involved in tailoring DSDM.		Y	24.1 – 24.3

Syllabus Area Code PR		Syllabus Area : *Agile Project Management Syllabus Area* (PR) Theme: *People and Roles*	Foundation	Practitioner	Primary Manual Reference
Level	Topic				
Know facts, terms and concepts relating to the syllabus area. Specifically to recall:					
01	01	The dimensions of the roles within an Agile Project Team and the names of the roles contained within each dimension: 1. Categories 2. Interests	Y		7.4
01	02	The purpose of each category group, and the names of the roles in each of the three role categories and how they can be used: 1. Project-level roles 2. Solution Development Team roles 3. Supporting roles	Y		7.2
Understand how the PR theme applies throughout the project life-cycle. Specifically to identify:					
02	01	The definition and responsibilities of the Business Sponsor role.	Y		7.3.1
02	02	The definition and responsibilities of the Business Visionary role.	Y		7.3.2
02	03	The definition and responsibilities of the Technical Coordinator role.	Y		7.3.3
02	04	The definition and responsibilities of the Project Manager role.	Y		7.3.4
02	05	The definition and responsibilities of the Solution Development Team roles: 1. Business Analyst 2. Team Leader 3. Business Ambassador 4. Solution Developer 5. Solution Tester	Y		7.3.5-9
02	06	The definition and responsibilities of the Supporting roles: 1. Business Advisor 2. Technical Advisor 3. Workshop Facilitator 4. DSDM Coach	Y		7.3.10-13
Be able to apply and tailor the relevant aspects of the PR theme to a project scenario. Specifically to:					
03	01	Identify an appropriate Agile team structure and role descriptions, including acceptable role consolidations or sharing.		Y	14.1 – 14.15
03	02	Identify the recommended actions for each of the roles associated with an Agile team.		Y	14.3 – 14.17
03	03	Identify the recommended actions associated with team interaction.		Y	18.1 – 18.4
Be able to identify, analyse and distinguish between appropriate and inappropriate application of the PR theme to a project scenario. Specifically to analyse, with reasons:					

Syllabus Area Code		Syllabus Area : *Agile Project Management Syllabus Area* (PR) Theme: *People and Roles*	Foundation	Practitioner	Primary Manual Reference
PR					
04	01	Whether the allocated roles and responsibilities are appropriate.		Y	14.1 – 14.17
04	02	Whether the recommended actions for each of the roles associated with an Agile team are appropriate, considering team interactions.		Y	14.1 – 14.17, 18.1 – 18.4

Syllabus Area Code TE		Syllabus Area : *Agile Project Management Syllabus Area* (TE) Theme: *Techniques*	Foundation	Practitioner	Primary Manual Reference
Level	Topic				
Know facts, terms and concepts relating to the syllabus area. Specifically to recall:					
01	01	The definition of the MoSCoW technique and what the letters stand for.	Y		10.1
01	02	The definition of Iterative Development.	Y		12.3.1
01	03	The two styles of Timebox: • Structured • Free Format	Y		11.2
Understand how the TE theme applies throughout the project life-cycle. Specifically to identify:					
02	01	Key concepts in Facilitated Workshops, and how they add value throughout an Agile project.	Y		12.1, 12.4
02	02	The MoSCoW prioritisation rules.	Y		10.2
02	03	How the MoSCoW prioritisation approach relates to a specific timeframe and how it adds value throughout an Agile project.	Y		10.3 – 10.4
02	04	Key concepts in Iterative Development, and how it is planned and controlled throughout an Agile project.	Y		12.3.1-3, 12.4
02	05	How Iterative Development adds quality throughout an Agile project.	Y		12.3.4, 12.4
02	06	Key concepts in Modelling and how it adds value throughout an Agile project.	Y		12.2, 12.4
02	07	The key elements of the steps in a Structured Timebox.	Y		11.2.1
02	08	The key elements of the steps in a Free Format Timebox.	Y		11.2.2
02	09	The approach to Timeboxing, (including Daily Stand-ups), and how it adds value throughout an Agile project.	Y		11.1 – 11.5
Be able to apply and tailor the relevant aspects of the TE theme to a project scenario-based situation. Specifically to:					
03	01	Identify how Timeboxing should be used, the roles involved in its use and where in the lifecycle it would be used.		Y	17.8 – 17.11
03	02	Identify how MoSCoW should be used, the roles involved in its use and where in the lifecycle it would be used.		Y	17.1 – 17.7
03	03	Identify how requirements and/or User stories should be used and any improvements associated with their use.		Y	19.1 – 19.5
03	04	Identify how other techniques (Facilitated Workshops, Iterative Development and Modelling) should be used, the roles involved in their use, and where in the lifecycle they would be used.		Y	12.1, 12.2, 12.3
Be able to identify, analyse and distinguish between appropriate and inappropriate application of the TE theme to a project scenario. Specifically to analyse, with reasons:					
04	01	Whether Timeboxing has been applied appropriately to a project scenario.		Y	17.8 – 17.11

Syllabus Area Code		Syllabus Area : ***Agile Project Management Syllabus Area* (TE)** **Theme: *Techniques***	Foundation	Practitioner	Primary Manual Reference
TE					
04	02	Whether the MoSCoW approach to prioritisation has been applied appropriately to a project scenario.		Y	17.1 – 17.7
04	03	Whether requirements and/or user stories have been applied appropriately.		Y	19.1 – 19.5
04	04	Whether the other techniques (Facilitated Workshops, Iterative Development and Modelling) have been applied appropriately to a project scenario.		Y	12.1, 12.2, 12.3

Syllabus Area Code PC		Syllabus Area : *Agile Project Management Syllabus Area (PC) Theme: Planning and Control*	Foundation	Practitioner	Primary Manual Reference
Level	Topic				
Know facts, terms and concepts relating to the syllabus area. Specifically to recall:					
01	01	The key elements of the DSDM Philosophy.	Y		3.1, 3.3, 4.1
01	02	The Agile approach to project variables.	Y		3.2
01	03	The rationale for using DSDM.	Y		2.5
01	04	The titles of the Principles 1-8.	Y		4.1
01	05	The definition of Principles 1- 2: 1. Principle 1 – Focus on the Business Need 2. Principle 2 – Deliver on Time	Y		4.2-3
01	06	The definition of Principles 3–4: 1. Principle 3 – Collaborate 2. Principle 4– Never Compromise Quality	Y		4.4-5
01	07	The title and definition of Principles 5-6: 1. Principle 5 – Build Incrementally from Firm Foundations 2. Principle 6 – Develop Iteratively	Y		4.6-7
01	08	The definition of Principles 7-8: 1. Principle 7 – Communicate Continuously and Clearly 2. Principle 8 – Demonstrate Control	Y		4.8-9
Understand how the PC theme applies throughout the project life-cycle. Specifically to identify:					
02	01	How the DSDM Principles are used and add value to an Agile project.	Y		4.1 – 4.10,
02	02	How tracking and control is used and adds value to an Agile project.	Y		9.4
02	03	How Agile projects are planned and how planning adds value to an Agile project.	Y		9.1,9.2, 9.5, 9.7
Be able to apply and tailor the relevant aspects of the PC theme to a project scenario. Specifically to:					
03	01	Identify the use of, and improvements associated with focusing on, Estimating where appropriate.		Y	20.1 – 20.6
03	02	Identify the use of, and improvements associated with focusing on, Risk where appropriate.		Y	23.1 – 23.5
03	03	Identify how the DSDM Principles are applied and any improvements associated with their use.		Y	13.1 – 13.9
03	04	Be able to apply the Agile approach to Planning, tailoring the recommended activities and actions where appropriate.		Y	21.1 – 21.4, 24.1 – 24.3
03	05	Be able to apply the Agile approach to tracking and control, tailoring the recommended activities and actions where appropriate.		Y	9.4, 12.3.3, 17.9-10, 24.1 – 24.3
Be able to identify, analyse and distinguish between appropriate and inappropriate application of the PC theme to a project scenario. Specifically to analyse, with reasons:					

Syllabus Area Code		Syllabus Area : *Agile Project Management Syllabus Area (PC) Theme: Planning and Control*	Foundation	Practitioner	Primary Manual Reference
PC					
04	01	Whether Estimating has been applied appropriately.		Y	20.1 – 20.6
04	02	Whether Risk has been applied appropriately,		Y	23.1 – 23.5
04	03	Whether the DSDM Principles have been applied appropriately.		Y	13.1 – 13.9
04	04	Whether activities have been, or are scheduled to be, undertaken appropriately, and whether the appropriate roles have been involved in Planning.		Y	21.1 – 21.4, 24.1 – 24.3
04	05	Whether activities have been, or are scheduled to be, undertaken appropriately, and whether the appropriate roles have been involved in tracking and control.		Y	9.4, 12.3.3, 17.9-10, 24.1 – 24.3