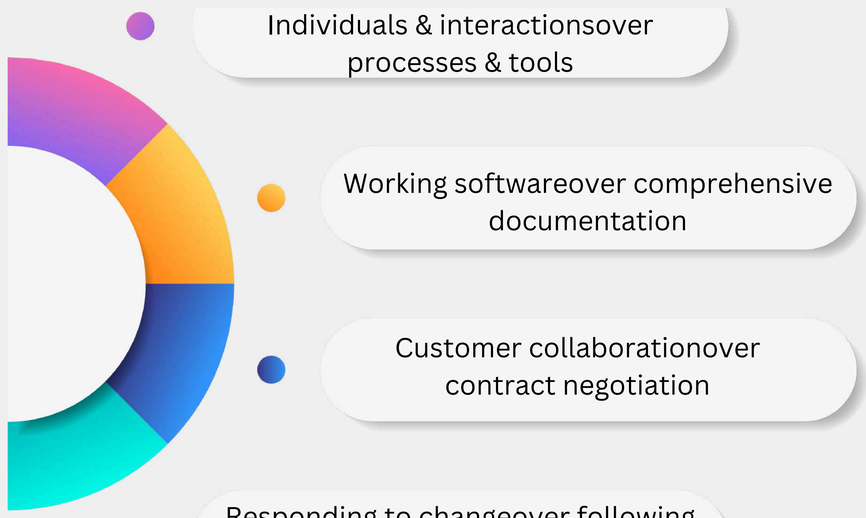
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AGILE

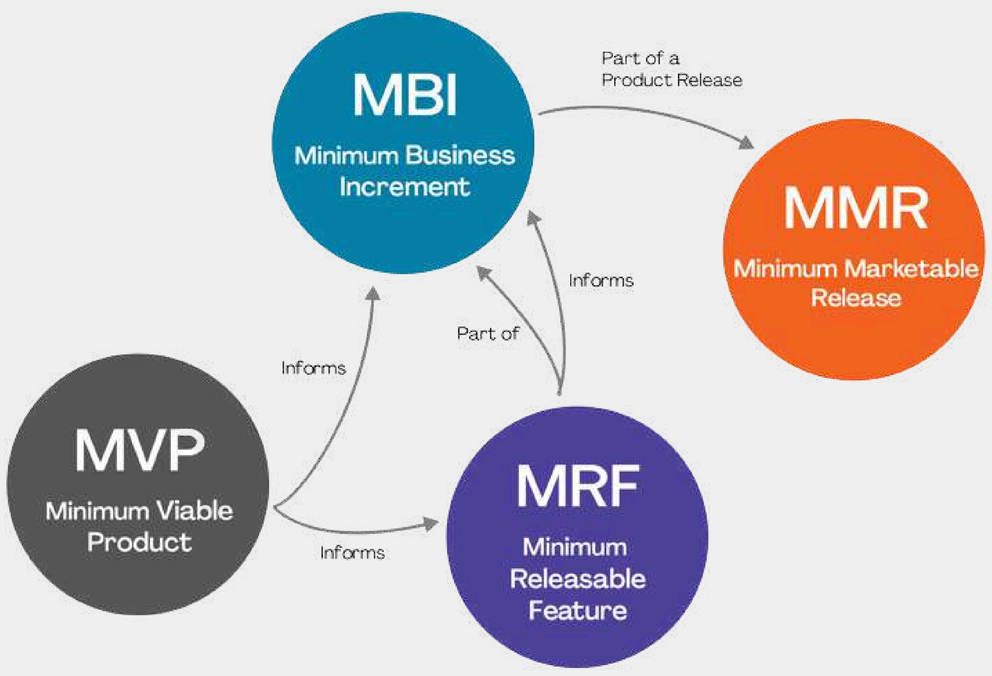
4 AGILE VALUES



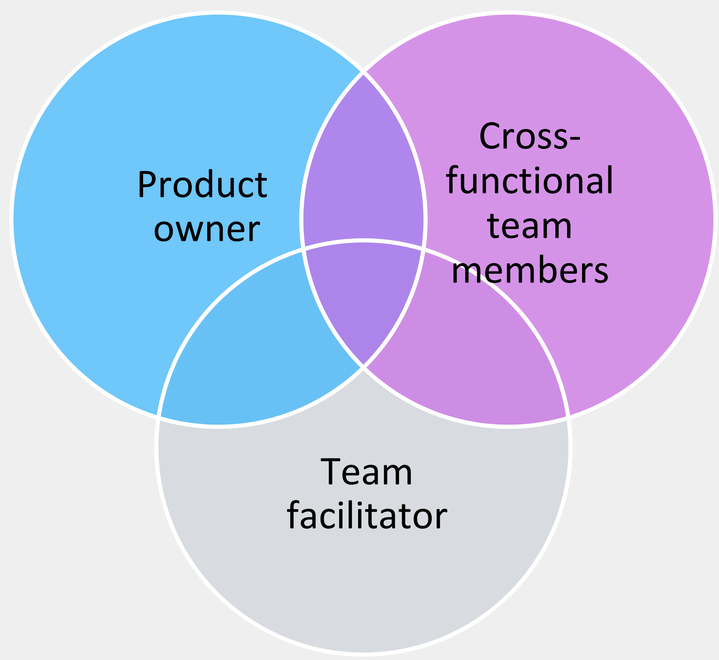
4 CHARACTERISTICS OF AGILE TEAM



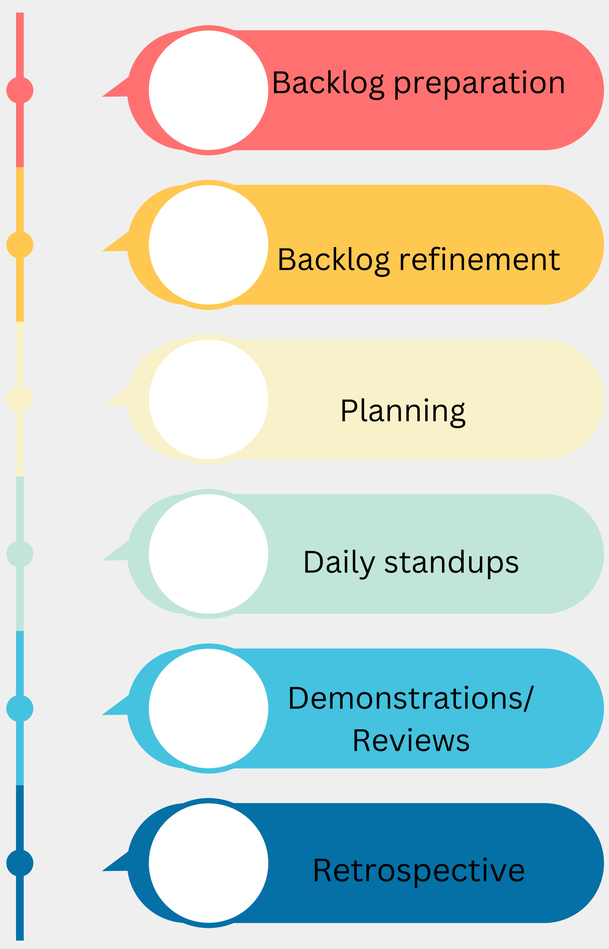
BUSINESS VALUE DELIVERY

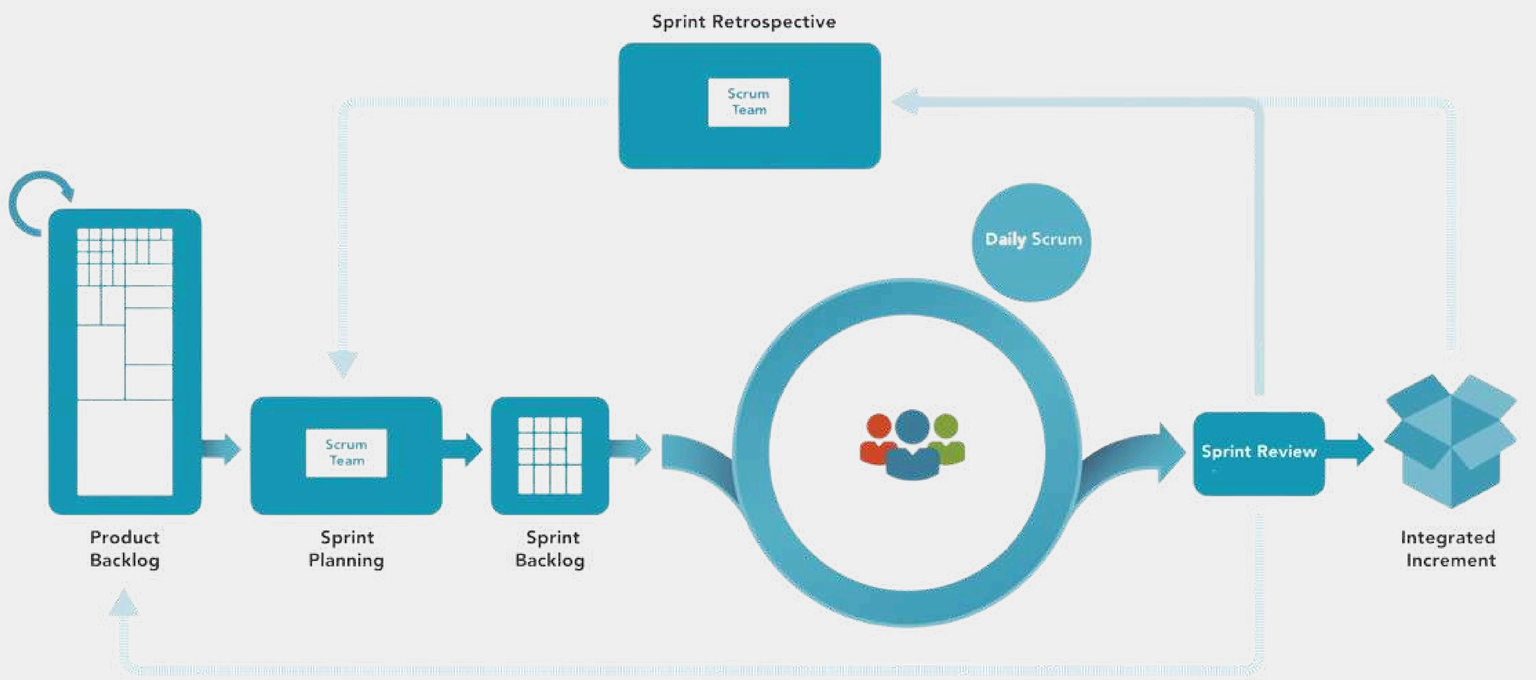


3 AGILE ROLES

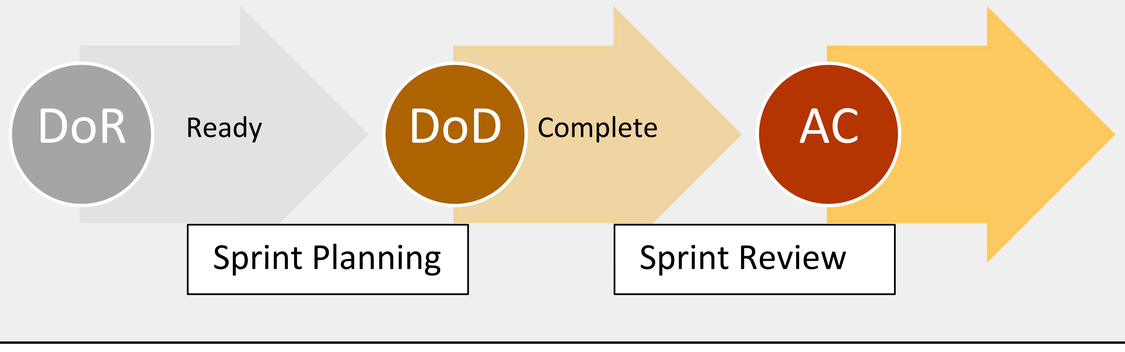


6 CONSIDERATIONS IN AGILE ENVIRONMENT

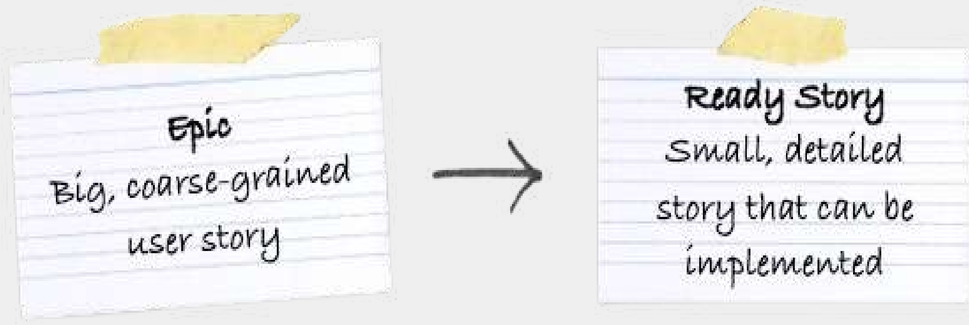




DOR, DOD AND AC



EPIC VS. USER STORIES

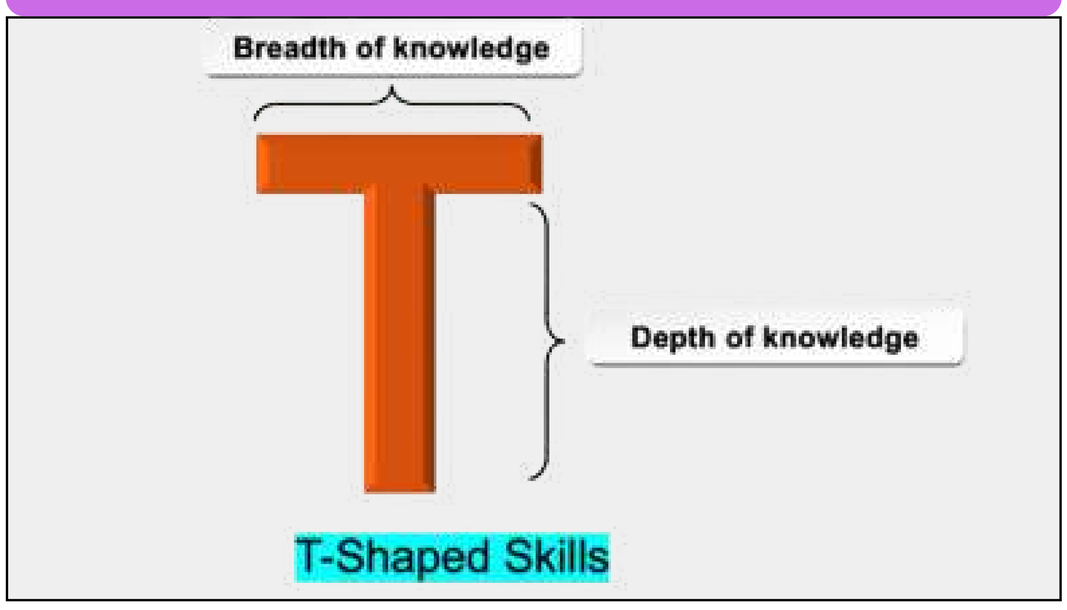


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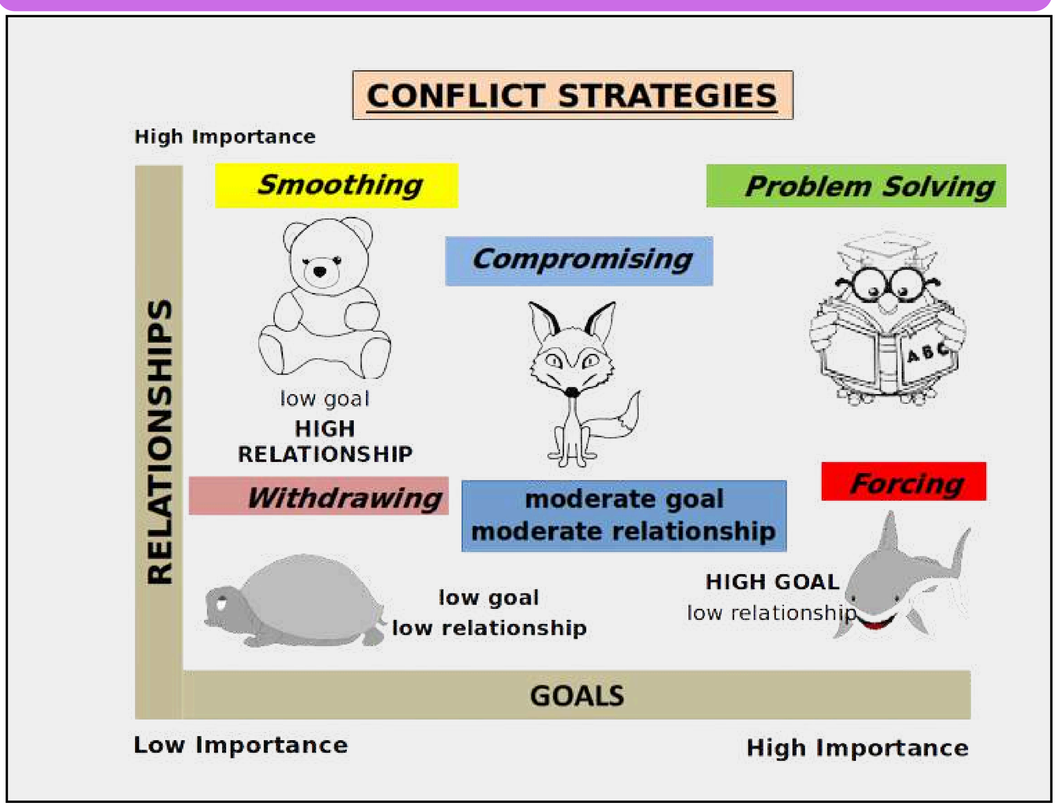
POWER SKILLS (42%)

T-SHAPED SKILLS VS. SPOF

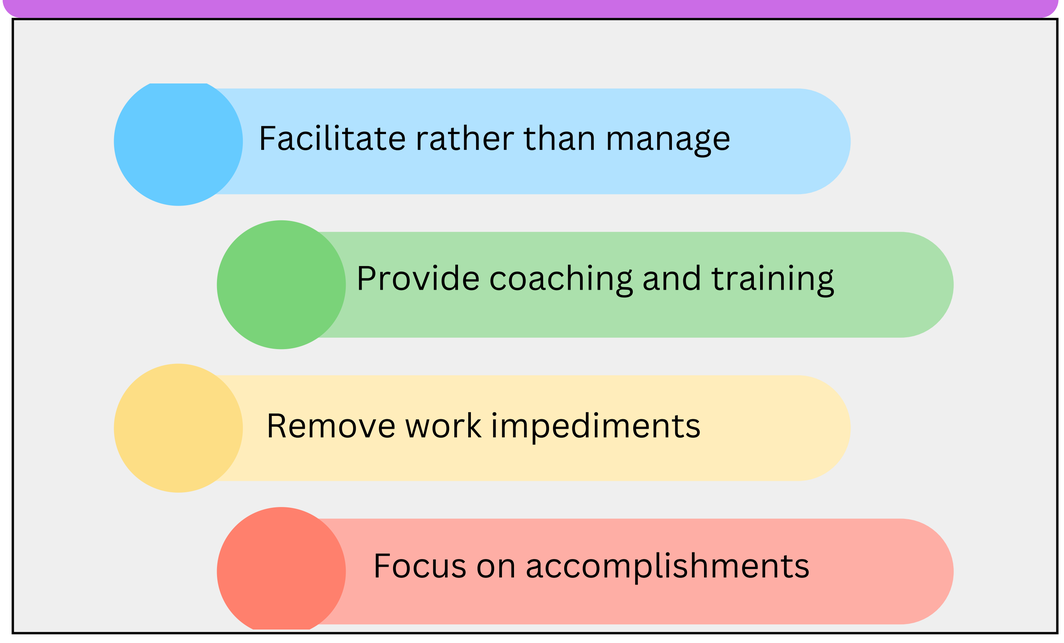


- RACI
- Focus groups
- Project charter vs. Team charter
- Ground rules/Social contract
- Absolute time estimate (3-point estimating) vs. Relative measure (Planning poker, Story pointing and T-shirt sizing)
- Resource management plan includes training plan and recognition plan.
- Face-to-face communication in virtual team, Fishbowl window
- 3 Stakeholder Classification Tools: power grid, salience mode & stakeholder cube
- 4 backlog prioritization techniques: Kano, MoSCoW,
- Paired Comparison, 100 Points
- 4 Agile ceremonies: Sprint Planning, Daily Standup,
- Sprint Review, Sprint Retrospective
- 4 techniques to get consensus: Fist of Five, Roman
- voting, Polling, Dot voting
- 4 codes of ethics: Responsibility, Respect, Fairness & Honesty
- 5 elements of Emotional Intelligence: Self-awareness, Self-regulation, Motivation, Empathy, Social Skills
- 3 Performance Report Types

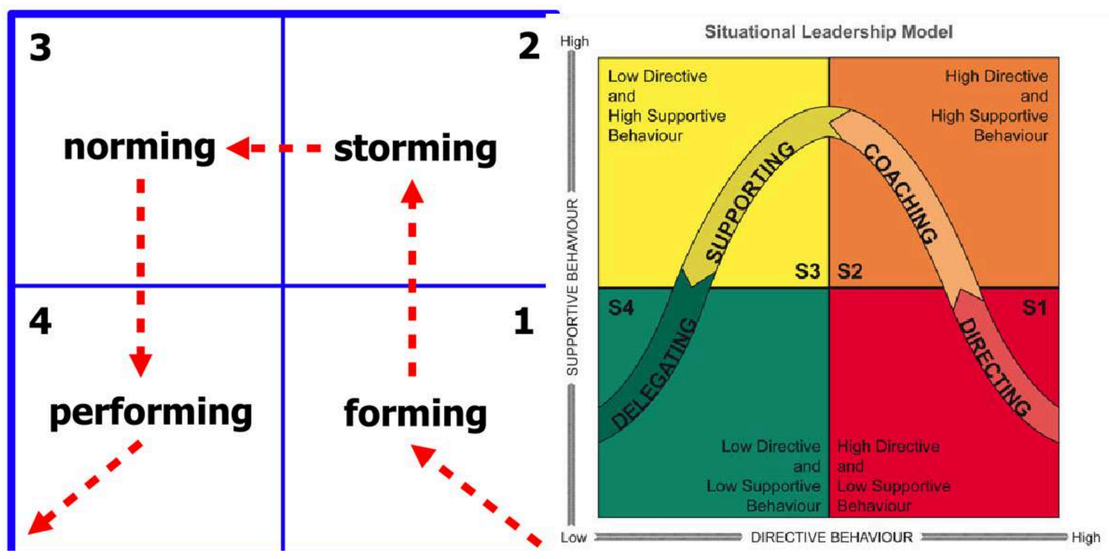
5 CONFLICT MANAGEMENT APPROACHES



4 CHARACTERISTICS OF SERVANT LEADERSHIP

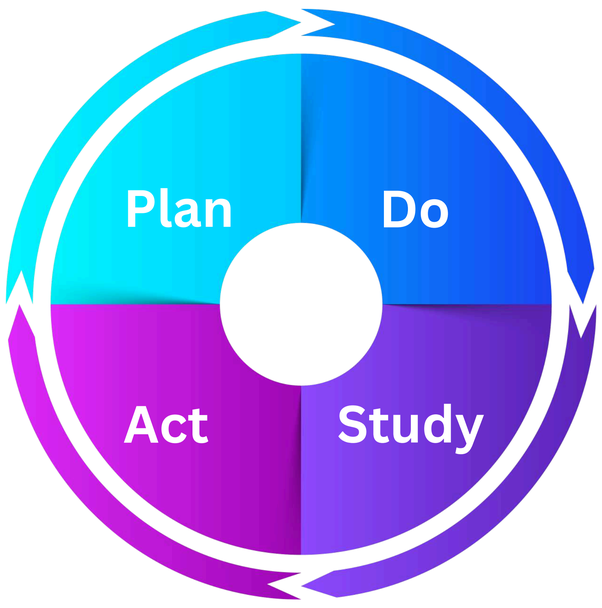


TUCKMAN MOLDE AND LEADERSHIP MODEL



BUSINESS ACUMEN (8%)

- 4 common compliance categories: Regulatory, Quality, Legal & Process
- Tolerances and Escalation procedures
- 3 common benefit management techniques: Net Promoter Score, A/B Testing, Decision Tree Analysis
- 4 types of Organizational Structures: Functional, Project oriented, Matrix, Composite
- 3 types of PMO: Supportive, Controlling, Directive Organizational Process Assets (OPAs) vs. Enterprise Environmental Factors (EEFs) Kaizen vs. Deming cycle (P-D-C-A or P-D-S-A)



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FORMULAS

Name		Acronym	Formula
Three-Point Estimate			Beta Distribution (PERT): (P + 4*M + O) / 6 Triangular Distribution: (P + O + M) / 3
Total Float/ Slack			**Project duration – Path Duration** (LS - ES = LF - EF)
Risk Score			**Propability * Impact**
Communications Channels			**N * (N-1) / 2**
Earned Value Management	**Planned Value**	**PV**	**% work planned to date * budgeted cost** The authorized budget assigned to scheduled work.
	Earned value	**EV**	**% work complete to date * budgeted cost** The measure of work performed expressed in terms of the budget authorized for that work.
	Actual cost	**AC**	**The realized cost incurred for the work performed on an activity during a specific time period.**
	Cost variance	**CV**	**EV - AC** **CV > 0: under budget. CV < 0: over budget.**
	Schedule variance	**SV**	**EV - PV** **SV > 0: ahead schedule. SV < 0: behind schedule.**
	Cost performance index	**CPI**	**EV / AC (traditional approach)** **completed value / planned value (Agile approach)** **CPI > 1: under budget. CPI < 1: over budget.**
	Schedule Performance Index	**SPI**	**EV / PV (traditional approach)** **completed stories / planned stories (Agile approach)** **SPI > 1: ahead schedule. SPI < 1: behind schedule.**
Expected monetary Value		**EMV**	The **monetary value of a possible outcome** * the **probability** it will occur
Net Promoter Score		**NPS**	**% Promoters – % Detractors**

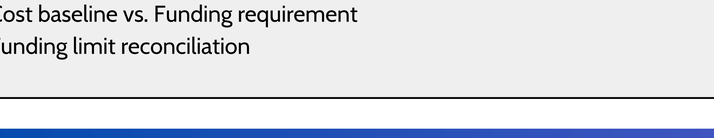
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WAYS OF WORKING (50%)

Scope

- Requirement Management Plan vs. Scope Management Plan
- Requirement traceability matrix
- Scope creep
- Scope Baseline:
  - 3 steps: Requirement documentation -> Scope statement -> WBS
  - 5 components: Scope statement, WBS, WBS Dictionary, Planning package, Work package
- Scope in Agile:
  - Impact Mapping: Goal -> Actor -> Impact -> Deliverables (Epics)
  - 3 steps to create Product Backlog: Deliverables (Epics)-> Features -> User stories



Risks

- Risk Breakdown Structure (RBS)
- Positive risks (Opportunities) vs. Negative risks (Threat)
- Probability and Impact matrix, Watch list
- Secondary risk vs. Residual risk
- Contingency plan, Fallback plan
- 5 negative risk response strategies:

Escalate -> Avoid -> Transfer -> Mitigate -> Accept

- 5 positive risk response strategies:

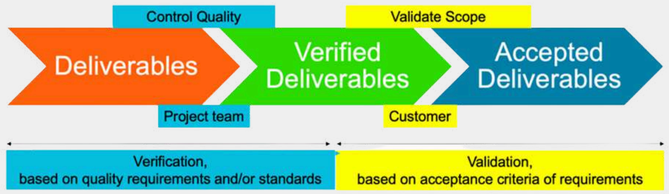
Escalate -> Exploit -> Share -> Enhance -> Accept

Budget

- 3 elements of activity cost: Direct cost, Indirect cost, Contingency reserve
- 3 estimating techniques: Analogous, Parametric, Bottom-up
- 3 estimate types: ROM (-25% to 75%), Definitive estimate (-5% to 10%), Phased estimate
- Project budget = Cost baseline + Management reserve
- Cost baseline vs. Funding requirement
- Funding limit reconciliation

Quality

- Cost of Quality: Cost of conformance vs. Cost of non-conformance)
- Audit: processes/policies/procedures compliance and improvement
- Verification:



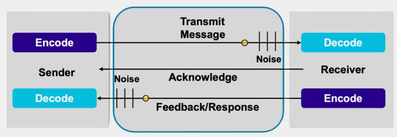
- 2 quality measurement tools: Cause and Effect diagram, Control chart

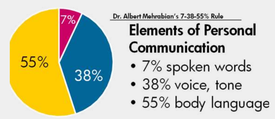
Stakeholders

- Stakeholder Register vs. Stakeholder Management Plan
- Stakeholder Engagement Plan includes Stakeholder Engagement Assessment matrix and Stakeholder Engagement approaches.
- 5 engagement levels in Stakeholder Engagement Assessment matrix:



- Communication Management Plan includes stakeholder communications requirements and escalation process.
- 3 communication methods: push, pull and interactive
- 2 sources of noise in communication model: transmission and decoding.



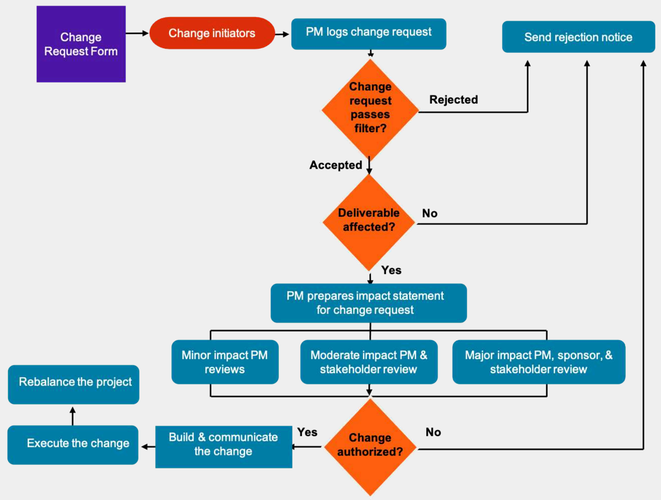


Procurement

- Source selection criteria
- Bidder conferences
- 3 contract types: Fixed Price (FP), Cost Reimbursable (CR), Time and Material (T&M)
- 2 steps managing disputes: Negotiation, Alternative Dispute Resolution (ADR)

Changes

- 4 causes of changes:
  - Inaccurate estimates
  - Specification changes
  - New regulations
  - Missed requirements
- 4 components of approved changes:
  - corrective action
  - preventive action
  - defect repair
  - document/plan updates
- Deliverable Change Management Process Flowchart:



Schedule

- 4 types of activity dependencies: Mandatory, Discretionary, External, Internal
- 4 types of relationship: FS, SS, FF, FS
- 2 characteristics of critical path: longest path & shortest possible duration
- Total float/slack vs. Free float/slack
- Lead vs. Lag
- 3 schedule formats: Milestone chart, Schedule network diagram (PERT chart), Gantt chart
- 2 resource optimization techniques: Resource leveling, Resource smoothing
- 2 schedule compression techniques: Fast tracking, Crashing
- Schedule in Agile:
  - MVP vs. MBI
  - Story Mapping