

# PMI-ACP Exam Outline Cross-Reference Analysis: Updates to exam being introduced July 15, 2015

	2015 Outline	2011 Outline
	<a href="http://www.pmi.org/~media/PDF/Certifications/agile-certification-exam-outline.ashx">http://www.pmi.org/~media/PDF/Certifications/agile-certification-exam-outline.ashx</a>	<a href="http://www.pmi.org/~media/Files/PDF/Agile/PMI Agile Certification Content Outline.ashx">http://www.pmi.org/~media/Files/PDF/Agile/PMI Agile Certification Content Outline.ashx</a>
<b>New Task #</b>	<b>Domain I: Agile Principles and Mindset</b>	
1	Advocate for agile principles by modeling those principles and discussing agile values in order to develop a shared mindset across the team as well as between the customer and the team.	<b>New</b>
2	Help ensure that everyone has a common understanding of the values and principles of agile and a common knowledge around the agile practices and terminology being used in order to work effectively.	Domain III: Task 4 Ensure the team has a common understanding of the values and principles of agile and a common knowledge around the agile practices and terminology being used.
3	Support change at the system or organization level by educating the organization and influencing processes, behaviors, and people in order to make the organization more effective and efficient.	<b>New</b>
4	Practice visualization by maintaining highly visible information radiators showing real progress and real team performance in order to enhance transparency and trust.	<b>New</b>
5	Contribute to a safe and trustful team environment by allowing everyone to experiment and make mistakes so that each can learn and continuously improve the way he or she works.	Domain III: Task 6 Create a safe team environment by allowing people to experiment and make reasonable mistakes so that they learn and continually improve the way they work.

6	Enhance creativity by experimenting with new techniques and process ideas in order to discover more efficient and effective ways of working.	Domain VI: Task 8 Experiment with new techniques and process ideas for short periods in order to discover more efficient and effective ways of working.
7	Encourage team members to share knowledge by collaborating and working together in order to lower risks around knowledge silos and reduce bottlenecks.	Domain III: Task 3 Identify team members that have the right combination of soft and technical skills and encourage them to be generalizing specialists in order to maximize teamwork and reduce bottlenecks.
8	Encourage emergent leadership within the team by establishing a safe and respectful environment in which new approaches can be tried in order to make improvements and foster self-organization and empowerment.	New
9	Practice servant leadership by supporting and encouraging others in their endeavors so that they can perform at their highest level and continue to improve.	New
<b>Domain II: Value-Driven Delivery</b>		<b>Domain I: Value-Driven Delivery</b>
Define Positive Value		Define Positive Value
1	Define deliverables by identifying units that can be produced incrementally in order to maximize their value to stakeholders while minimizing non-value added work.	Task 1 Define features and project work in terms of end-user and stakeholder value by focusing on maximizing value delivered and minimizing non-value-added activities in order to keep the delivery team focused on maximizing the value developed.
2	Refine requirements by gaining consensus on the acceptance criteria for features on a just-in-time basis in order to deliver value.	Task 3 Sharpen the requirements by defining acceptance criteria for the most important features on a just-in-time basis in order to articulate a shared definition of “done.”
3	Select and tailor the team’s process based on project and organizational characteristics as well as team experience in order to optimize value delivery.	Task 4 Select and tailor the project methodology based on project and organizational characteristics in order to maximize project success.
Avoid Potential Downsides		Avoid Potential Downsides

4	Plan for small releasable increments by organizing requirements into minimally marketable features/minimally viable products in order to allow for the early recognition and delivery of value.	Task 5 Compose small releasable system increments by organizing requirements into minimally marketable features in order to achieve a rapid return on investment (ROI) and to allow for the incorporation of feedback.
5	Limit increment size and increase review frequency with appropriate stakeholders in order to identify and respond to risks early on and at minimal cost.	New
6	Solicit customer and user feedback by reviewing increments often in order to confirm and enhance business value.	Task 12 Solicit customer feedback by developing and demonstrating working, integrated stages of the system in order to ensure that the functionality meets customer needs.
		Task 10 Plan early and proactively mitigate project risks by identifying them and/or utilizing spikes or proof of concepts in order to manage their unknown affects on project outcome.
	<b>Prioritization</b>	
7	Prioritize the units of work through collaboration with stakeholders in order to optimize the value of the deliverables.	Task 13 Prioritize both features and related project work to balance stakeholder value, business value, and residual risk by incorporating both value- and risk elements into the requested work set in order to maximize total value proposition over time.
8	Perform frequent review and maintenance of the work results by prioritizing and maintaining internal quality in order to reduce the overall cost of incremental development.	New
9	Continuously identify and prioritize the environmental, operational, and infrastructure factors in order to improve the quality and value of the deliverables.	Task 15 Elicit non-functional requirements to ensure that the solution satisfies operational and maintenance parameters in order to minimize the impacts of failure
	<b>Incremental Development</b>	<b>Incremental Development</b>

10	Conduct operational reviews and/or periodic checkpoints with stakeholders in order to obtain feedback and corrections to the work in progress and planned work.	Task 11 Use operational reviews or periodic checkpoints to identify and mitigate dependency risks in order to ensure expectations are managed and stakeholders are aware and informed.
11	Balance development of deliverable units and risk reduction efforts by incorporating both value producing and risk reducing work into the backlog in order to maximize the total value proposition over time.	New
12	Re-prioritize requirements periodically in order to reflect changes in the environment and stakeholder needs or preferences in order to maximize the value.	Task 14 Reprioritize requirements periodically in order to reflect changes in the environment and stakeholder understanding.
13	Elicit and prioritize relevant non-functional requirements (such as operations and security) by considering the environment in which the solution will be used in order to minimize the probability of failure.	New
14	Conduct frequent reviews of work products by performing inspections, reviews, and/or testing in order to identify and incorporate improvements into the overall process and product/service.	New
		Task 6 Define product increments for both internal evaluation and external release in order to expose integration, performance, requirements, compatibility, usability and other problems early and at minimal cost.
		Task 7 Frequently release high-quality project deliverables to stakeholders so that they can evaluate and provide feedback on the value delivered.
		Task 8 Investigate and communicate termination opportunities in order to assist the business to optimize benefit-to-cost of the system developed.
		Task 9 Maintain system design quality by timely updating the internal design in order to reduce the overall cost of incremental development

<b>Domain III: Stakeholder Engagement</b>		<b>Domain II: Stakeholder Engagement</b>	
<b>Understand Stakeholder Needs</b>		<b>Stakeholder Needs</b>	
1	Identify and engage effective and empowered business stakeholder(s) through periodic reviews in order to ensure that the team is knowledgeable about stakeholders' interests, needs, and expectations.	Task 1	Identify and engage effective and empowered business stakeholders who are engaged with the team in order to ensure that the team is knowledgeable about an agreed, prioritized feature set reflecting all stakeholders' interests.
2	Identify and engage all stakeholders (current and future) by promoting knowledge sharing early and throughout the project to ensure the unimpeded flow of information and value throughout the lifespan of the project.	Task 2	Identify and engage all stakeholders (current and future) by promoting knowledge sharing early and throughout the project to ensure the unimpeded flow of value throughout the lifespan of the project.
<b>Ensure Stakeholder Involvement</b>		<b>Stakeholder Involvement</b>	
3	Establish stakeholder relationships by forming a working agreement among key stakeholders in order to promote participation and effective collaboration.	Task 3	Establish stakeholder relationships by forming a working agreement among all stakeholders to promote effective collaboration and participation of stakeholders on project activities.
4	Maintain proper stakeholder involvement by continually assessing changes in the project and organization in order to ensure that new stakeholders are appropriately engaged.	Task 4	Maintain proper stakeholders' involvement by continually assessing the changes in the project and organization that affect the stakeholder landscape in order to ensure new stakeholders on the project are appropriately engaged.
5	Establish collaborative behaviors among the members of the organization by fostering group decision making and conflict resolution in order to improve decision quality and reduce the time required to make decisions.	Domain III: Task 8	Establish collaborative behaviors among the members of the entire project team by applying group decision making and conflict resolution techniques in order for them to take responsibility for outcomes and improve their effectiveness.
<b>Manage Stakeholder Expectations</b>		<b>Stakeholder Expectations</b>	
6	Establish a shared vision of the various project increments (products, deliverables, releases, iterations) by developing a high level vision and supporting objectives in order to align stakeholders' expectations and build trust.		<b>New</b>

7	Establish and maintain a shared understanding of success criteria, deliverables, and acceptable trade-offs by facilitating awareness among stakeholders in order to align expectations and build trust.	Task 5 Establish and maintain a shared understanding of success criteria, deliverables and acceptable trade-offs by facilitating awareness among stakeholders in order to align expectations and build trust.
8	Provide transparency regarding work status by communicating team progress, work quality, impediments, and risks in order to help the primary stakeholders make informed decisions.	Task 6 Communicate team progress and development capabilities in order to help the business stakeholders make informed decisions about scope, time, and cost.
9	Provide forecasts at a level of detail that balances the need for certainty and the benefits of adaptability in order to allow stakeholders to plan effectively.	Task 7 Manage stakeholders' expectations around minimal/most likely/optimal project outcomes, balancing accuracy and precision, so stakeholders have greater assurance that those outcomes will help them meet their business objectives

### Domain IV: Team Performance

### Domain III: Boosting Team Performance Practices

<b>Team Formation</b>		<b>Team Formation</b>
1	Cooperate with the other team members to devise ground rules and internal processes in order to foster team coherence and strengthen team members' commitment to shared outcomes.	Task 1 Facilitate the team in collectively creating ground rules and internal processes in order to remove fear of conflict and strengthen members' commitment to shared outcomes.
2	Help create a team that has the interpersonal and technical skills needed to achieve all known project objectives in order to create business value with minimal delay.	Task 2 Help form cross-functional teams by ensuring all skills and resources necessary are readily available in order to enable the team to deliver on their commitment.
<b>Team Empowerment</b>		<b>Team Empowerment</b>
3	Encourage team members to become generalizing specialists in order to reduce team size and bottlenecks, and to create a high performing cross-functional team.	Task 3 Identify team members that have the right combination of soft and technical skills and encourage them to be generalizing specialists in order to maximize teamwork and reduce bottlenecks.
4	Contribute to self-organizing the work by empowering others and encouraging emerging leadership in order to produce effective solutions and manage complexity.	<b>New</b>

<p>5 Continuously discover team and personal motivators and de-motivators in order to ensure that team morale is high and team members are motivated and productive throughout the project.</p>	<p>Task 7 Continuously discover team and personal motivators and de-motivators in order to ensure that the team remains motivated and productive throughout the project.</p>
	<p>Task 5 Empower the team to self-organize around the work in order to manage the project's complexity and produce effective solutions.</p>
<p><b>Team Collaboration &amp; Commitment</b></p>	<p><b>Team Collaboration / Team Commitment</b></p>
<p>6 Facilitate close communication within the team and with appropriate external stakeholders through collocation or the use of collaboration tools in order to reduce miscommunication and rework.</p>	<p>Task 9 Facilitate close communication within the team and with necessary stakeholders through collocation or collaborative tools in order to reduce the cost of miscommunication and rework</p>
<p>7 Reduce distractions in order to establish a predictable outcome and optimize the value delivered.</p>	<p>Task 10 Facilitate commitment by protecting the team from outside distractions in order to establish a predictable outcome and optimize the value delivered.</p>
<p>8 Participate in aligning project and team goals by sharing project vision in order to ensure the team understands how their objectives fit into the overall goals of the project.</p>	<p>Task 11 Align project and team goals by sharing project vision and aligning team objectives with project objectives in order to ensure the team understands how their objectives fit into the overall goals of the project.</p>
<p>9 Encourage the team to measure its velocity by tracking and measuring actual performance in previous iterations or releases in order for members to gain a better understanding of their capacity and create more accurate forecasts.</p>	<p>Task 12 Encourage the team to measure its capacity by tracking and measuring actual deliverables in previous cycles in order for members to gain a better understanding of their velocity and commitment.</p>
<p><b>Domain V: Adaptive Planning</b></p>	<p><b>Domain IV: Adaptive Planning</b></p>
<p><b>Levels of Planning</b></p>	<p><b>Levels of Planning</b></p>
<p>1 Plan at multiple levels (strategic, release, iteration, daily) creating appropriate detail by using rolling wave planning and progressive elaboration to balance predictability of outcomes with ability to exploit opportunities.</p>	<p>Task 1 Plan at multiple levels (strategic, release, iteration, daily, etc.) creating appropriate detail using rolling wave planning and progressive elaboration to support the necessary level of understanding.</p>

2	Make planning activities visible and transparent by encouraging participation of key stakeholders and publishing planning results in order to increase commitment level and reduce uncertainty.	Task 2 Engage the team and customer in planning activities to create practical plans that balance priorities and team capabilities in order to gain increased levels of commitment.
3	As the project unfolds, set and manage stakeholder expectations by making increasingly specific levels of commitments in order to ensure common understanding of the expected deliverables. Adaptation	Task 3 Make specific commitments to project sponsors and manage expectations around those commitments based on actual project experience in order to set and manage sponsor expectations. Adaptation
4	Adapt the cadence and the planning process based on results of periodic retrospectives about characteristics and/or the size/complexity/criticality of the project deliverables in order to maximize the value.	Task 4 Coach the team to adjust the cadence and the planning process based on project characteristics and/or the size/complexity/criticality of the project deliverables.
5	Inspect and adapt the project plan to reflect changes in requirements, schedule, budget, and shifting priorities based on team learning, delivery experience, stakeholder feedback, and defects in order to maximize business value delivered Agile Sizing and Estimating	Task 5 Inspect and adapt the project plan to reflect changes in requirements, schedule, budget, and shifting priorities based on team learning, delivery experience, feedback, and defects in order to maximize business value delivered. Estimation
6	Size items by using progressive elaboration techniques in order to determine likely project size independent of team velocity and external variables.	New
7	Adjust capacity by incorporating maintenance and operations demands and other factors in order to create or update the range estimate.	Task 9 Adjust planning capacity by considering maintenance and operations demand to ensure team does not over commit
8	Create initial scope, schedule, and cost range estimates that reflect current high level understanding of the effort necessary to deliver the project in order to develop a starting point for managing the project.	New
9	Refine scope, schedule, and cost range estimates that reflect the latest understanding of the effort necessary to deliver the project in order to manage the project.	Task 7 Refine estimate ranges so that they reflect the current level of uncertainty and the team's own ability and skills in order to manage stakeholder expectations.

<p>10 Continuously use data from changes in resource capacity, project size, and velocity metrics in order to evaluate the estimate to complete.</p>	<p>Task 8 Capture a measure of the accepted work completed in a given time frame in order to gauge progress and extrapolate completion.</p>
	<p>Task 6 Encourage the team to create estimates that reflect current understanding of the effort to deliver the project by including all the aspects of delivery (analysis, development, test, refactoring, deployment preparation, etc.).</p>
	<p>Velocity/Throughput/Cycle Time</p>
<p><b>Domain VI: Problem Detection and Resolution</b></p>	<p><b>Domain V: Problem Detection and Resolution</b></p>
<p>1 Create an open and safe environment by encouraging conversation and experimentation, in order to surface problems and impediments that are slowing the team down or preventing its ability to deliver value.</p>	<p>Task 1 Create an open and safe environment to surface problems and impediments that are slowing the team down or preventing its ability to deliver value.</p>
<p>2 Identify threats and issues by educating and engaging the team at various points in the project in order to resolve them at the appropriate time and improve processes that caused issues.</p>	<p>Task 2 Proactively engage the team at various points in the project to identify risks and create mitigation strategies.</p>
<p>3 Ensure issues are resolved by appropriate team members and/or reset expectations in light of issues that cannot be resolved in order to maximize the value delivered.</p>	<p>Task 3 Ensure impediments are resolved and/or reset expectations in view of impediments that cannot be resolved.</p>
<p>4 Maintain a visible, monitored, and prioritized list of threats and issues in order to elevate accountability, encourage action, and track ownership and resolution status.</p>	<p>Task 4 Maintain a visible list of risks and impediments in order to elevate accountability and track ownership and resolution status.</p>
<p>5 Communicate status of threats and issues by maintaining threat list and incorporating activities into backlog of work in order to provide transparency.</p>	<p>Task 5 Communicate status of risk and impediments in order to manage the expectations of the impacted stakeholders</p>
<p><b>Domain VII: Continuous Improvement (Product, Process, People)</b></p>	<p><b>Domain VI: Continuous Improvement (Product, Process, People)</b></p>

<p><b>1</b> Tailor and adapt the project process by periodically reviewing and integrating team practices, organizational culture, and delivery goals in order to ensure team effectiveness within established organizational guidelines and norms.</p>	<p><b>Task 1</b> Tailor the process to the project by adapting practices for the team, organization culture, and delivery goals in order to ensure that the team is effective within established organizational norms.</p>
<p><b>2</b> Improve team processes by conducting frequent retrospectives and improvement experiments in order to continually enhance the effectiveness of the team, project, and organization.</p>	<p><b>Task 2</b> Incorporate feedback by conducting frequent retrospectives in order to improve process, individual, and team effectiveness.</p>
<p><b>3</b> Seek feedback on the product by incremental delivery and frequent demonstrations in order to improve the value of the product.</p>	<p><b>Domain I: Task 2</b> Incorporate experience from each delivery by soliciting feedback and lessons learned in order to surface new information about and optimize the value of the system.</p>
<p><b>4</b> Create an environment of continued learning by providing opportunities for people to develop their skills in order to develop a more productive team of generalizing specialists.</p>	<p><b>Domain III Task 2</b> Help form cross-functional teams by ensuring all skills and resources necessary are readily available in order to enable the team to deliver on their commitment.</p>
<p><b>5</b> Challenge existing process elements by performing a value stream analysis and removing waste in order to increase individual efficiency and team effectiveness.</p>	<p><b>Task 4</b> Remove wasteful process elements by challenging existing process elements in order to become more efficient. <b>Task 7</b> Evaluate work efficiency in order to identify opportunities to reduce waste.</p>
<p><b>6</b> Create systemic improvements by disseminating knowledge and practices across projects and organizational boundaries in order to avoid re-occurrence of identified problems and improve the effectiveness of the organization as a whole.</p>	<p><b>Task 5</b> Create systemic improvements by disseminating knowledge and practices across project and organizational boundaries in order to avoid re-occurrence of problems identified, improving the effectiveness of the organization as a whole.</p>
	<p><b>Task 3</b> Adjust team composition and work practices to improve efficiency within the existing process with a goal of keeping a team together long term.</p>
	<p><b>Task 6</b> Improve team member knowledge and skills by pairing team members in order to improve overall team effectiveness and lowering risk around knowledge silos.</p>

# Agile Tools and Techniques

(red=new)

2015 Outline	2011 Outline
<b>Agile Analysis and Design</b> Including but not limited to: product roadmap user stories/backlog story maps progressive elaboration wireframes chartering personas agile modeling <b>workshops</b> <b>learning cycle</b> <b>collaboration games</b>	Agile analysis and design Including but not limited to: product road map user stories/backlog story maps progressive elaboration wire-frames chartering persona agile modeling
<b>Agile Estimation</b> Including but not limited to: relative sizing/story points T-shirt sizing wide band Delphi planning poker affinity estimating ideal time	Agile estimation Including but not limited to: relative sizing story points wide band Delphi planning poker affinity estimating ideal time
<b>Communications</b> Including but not limited to: information radiator team space agile tooling osmotic communications for co-located and/or distributed teams <b>two-way communications (trustworthy conversation driven)</b> <b>social media-based communication</b> <b>active listening</b> <b>brainstorming</b> <b>feedback methods</b>	Communications Including but not limited to: information radiator team space agile tooling osmotic communications for collocated and or distributed teams
<b>Interpersonal skills</b> Including but not limited to: emotional intelligence collaboration adaptive leadership servant leadership negotiation conflict resolution	Soft skills negotiation Including but not limited to: emotional intelligence collaboration adaptive leadership servant leadership negotiation conflict resolution
<b>Metrics</b> Including but not limited to: velocity/ <b>throughput/productivity</b> cycle time EVM for agile projects	Metrics Including but not limited to: velocity cycle time EVM for agile projects

<b>defect rate</b> <b>lead time</b> <b>approved iterations</b> <b>work in progress</b>	escaped defects
<b>Planning, Monitoring and Adapting</b>	Planning, Monitoring and Adapting
Including but not limited to: <b>Kanban board</b> <b>task board</b> <b>timeboxing</b> <b>iteration and release planning</b> <b>WIP limits</b> <b>daily stand-ups (moved from communications)</b> <b>burn down/up charts</b> <b>cumulative flow diagrams</b> <b>variance and trend analysis</b> <b>reviews</b> <b>backlog grooming/refinement</b> <b>product-feedback loop</b>	Including but not limited to: kanban boards task board time-boxing Iteration and release planning WIP limits daily stand-ups (moved from communications) burn down/up charts cumulative flow diagrams
<b>Process Improvement</b>	Value stream analysis
Including but not limited to: <b>retrospectives, intraspectives (moved from PMA)</b> <b>value stream mapping</b> <b>process tailoring/hybrid models (moved from PMA)</b> <b>Kaizen</b> <b>the Five WHYs</b> <b>control limits</b> <b>pre-mortem (rule setting failure analysis)</b> <b>fishbone diagram analysis</b>	Including but not limited to: retrospectives (moved from PMA) value stream mapping process tailoring (moved from PMA)
<b>Product Quality</b>	Product quality
Including but not limited to: <b>frequent verification and validation</b> <b>definition of done</b> <b>continuous integration</b> <b>testing, including exploratory and usability</b>	Including but not limited to: frequent verification and validation definition of done continuous integration test-driven development/test first development
<b>Risk Management</b>	Risk management
Including but not limited to: <b>risk adjusted backlog</b> <b>risk burn down graphs</b> <b>risk-based spike</b> <b>architectural spike</b>	Including but not limited to: risk-adjusted backlog risk burn down graphs risk-based spike
<b>Value-Based Prioritization</b>	Value-based prioritization
Including but not limited to: <b>ROI/NPV/IRR</b> <b>compliance</b> <b>customer valued prioritization</b> <b>minimal marketable feature (MMF)</b> <b>relative prioritization/ranking</b> <b>minimal viable product (MVP)</b>	Including but not limited to: ROI/NPV/IRR compliance customer-valued prioritization minimally marketable feature (MMF) relative prioritization/ranking

requirements reviews  
 MoSCoW  
 Kano analysis

## Agile knowledge and skills (red=new)

2015 Outline	2011 Outline
	Active listening
<b>Agile contracting</b>	Agile contracting methods
<b>Agile discovery</b>	
<b>Agile frameworks and terminology</b>	Agile frameworks and terminology
<b>Agile hybrid models</b>	Variations in Agile methods and approaches
<b>Agile methods and approaches</b>	Applying new Agile practices
<b>Agile project accounting principles</b>	Agile project accounting principles
<b>Agile project chartering</b>	Elements of a project charter for an Agile project
<b>Agile sizing and estimation</b>	Time, budget, and cost estimation
<b>Agile values and principles</b>	Agile Manifesto value and principles
<b>Assessing and incorporating community and stakeholder values</b>	Assessing and incorporating community and stakeholder values
	Brainstorming techniques
<b>Building agile teams</b>	Building empowered teams
	Building high-performance teams
	Business case development
<b>Communication management</b>	Communications management
	Compliance (organization)
<b>Continuous improvement</b>	Continuous improvement processes
<b>Developmental mastery models (for example, Tuckman, Dreyfus, Shu Ha Ri)</b>	
	Control limits for Agile projects
<b>Facilitation methods</b>	Facilitation methods
<b>Global, cultural, and team diversity</b>	Globalization, culture, and team diversity
	Failure modes and alternatives
	Feedback techniques for product (e.g. prototyping, simulation, demonstrations, evaluations)
<b>Incremental delivery</b>	Incremental delivery
	Innovation games
<b>Knowledge sharing/written communication</b>	Knowledge sharing
<b>Leadership</b>	Leadership tools and techniques
<b>Managing with agile KPIs</b>	
<b>Participatory decision models (for example, convergent, shared collaboration)</b>	Participatory decision models (e.g., input-based. Shared collaboration, command)
<b>Physical and virtual co-location</b>	Co-location (geographic proximity)/distributed teams
<b>PMI's Code of Ethics and Professional Conduct</b>	PMI's Code of Ethics and Professional Conduct
<b>Principles of systems thinking (for example,</b>	Principles of systems thinking (e.g. complex

<b>complex adaptive, chaos)</b>	adaptive, chaos)
<b>Prioritization</b>	Prioritization
<b>Problem solving</b>	Problem-solving strategies, tools, and techniques
<b>Process analysis</b>	Process analysis techniques
	Project and quality standards for Agile projects
<b>Regulatory compliance</b>	Regulatory compliance
<b>Self-assessment tools and techniques</b>	Self-assessment
<b>Stakeholder management</b>	Stakeholder management
<b>Team motivation</b>	Team motivation
<b>Training, coaching, and mentoring</b>	Coaching and mentoring within teams
	Value-based analysis
<b>Value based analysis and decomposition</b>	Value-based decomposition and prioritization
	Variance and trend analysis
	Vendor management

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PMI-ACP Certification Practice Exam Sample  
Question List

Which 2 are goals of Lean Software Development?

- Ensure value
- Simple Design
- Continuous integration
- Minimize waste

**Incorrect**

Ensure Value and Minimize Waste are both goals of Lean. Continuous integration and Simple design are core practices of XP.

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